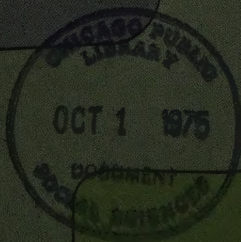


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Alcoholism: A Union-Management Issue

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**Labour
Canada**

**Travail
Canada**



Celebrating 75 years of service
Au service des Canadiens depuis 75 ans

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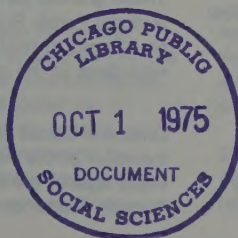
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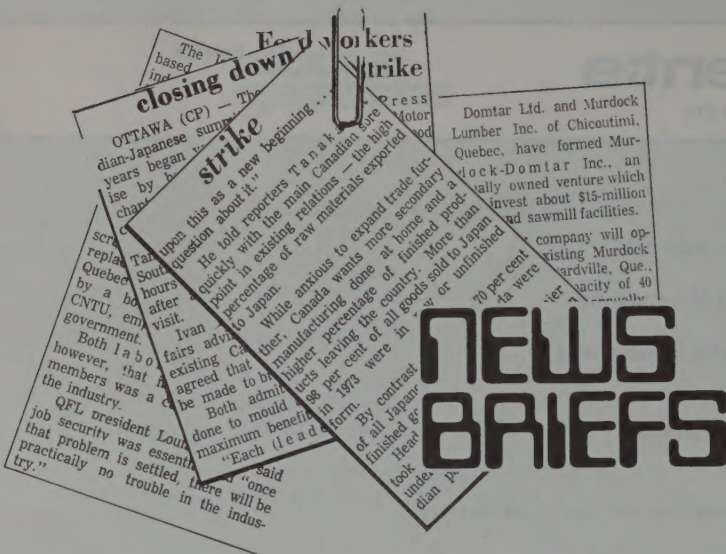
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The PQ Parliamentary Leader, Yvan Morin, described the new legislation as "steamroller laws that destroy everything in their path," but Justice Minister Jerome Choquette described them as "excellent laws that are necessary given the current circumstances."

CLC Opposes Quebec Legislation

The Canadian Labour Congress has expressed opposition to government trusteeship over trade unions, and has warned that such a step would constitute a threat to freedom and civil liberties.

The congress has urged the government to create a supervisory commission to protect the public interest and to let the unions set up their own trusteeship with increased powers.

The statement is in reaction to the Quebec provincial government's legislation placing four locals of major construction unions under provincial trusteeship.

The CLC also denounced what it terms "the reign of corruption that has infiltrated part of the Quebec labour movement" as revealed by the Cliche Commission inquiry into the Quebec construction industry.

Joe Morris, CLC president said on behalf of the CLC executive council: "A handful of thugs, racketeers and demagogues succeeded in taking over the control of some unions, which should have rightfully remained in the hands of the membership.

"These corrupt elements are but a small minority among the thousands of decent, law-abiding trade unionists whose democratic rights have been trampled...

Government Control of Quebec Unions

Québec's National Assembly has given final approval to two bills giving the provincial government unprecedented control over unions in Québec.

The legislation is a result of the Cliche Commission report on corruption in Québec's construction industry (p.430).

The first bill gives the provincial government a three-year trusteeship over four locals of major construction unions affiliated with the Québec Federation of Labour:

International Union of Operating Engineers local 791; United Association of Plumbers and Pipefitters local 144; International Union of Elevator Constructors local 89; and Interprovincial Brotherhood of Electrical Workers local 1677 (International Brotherhood of Electrical Workers local 568.)

A 10-member trusteeship council headed by Yves Ryan, mayor of Montreal North, has been named by the Québec government.

The second controversial bill approved by the Assembly has brought official protest from the Civil Liberties Union. The legislation removes the presumption of innocence and places the burden of proof on those accused of participating in illegal strikes or lockouts in the construction industry.

This same legislation prohibits persons convicted of serious crimes, such as kidnapping, extortion, murder, and embezzlement, from holding office in unions for the rest of their lives.

Those convicted of lesser crimes, such as theft, breaking and entering, and public mischief, are to be barred from holding executive positions in unions for five years after completion of their sentences.

Those granted pardons by the National Parole Board, however, will be allowed to hold union offices regardless of the crime.

Québec's Official Opposition—the six members of the Parti Quebecois—voted against the bills, as did Camil Samson, leader of the Creditistes.

"The labour movement cannot disclaim responsibility for this situation. It should have been more vigilant and more forceful in protecting itself from this cancer."

However, Morris also blamed others for the situation in the Quebec construction unions: "The guilt is shared with many others. It lies with the employers whose greed made them willing accomplices..."

"And it lies with the provincial government on several counts. First, the government set the stage in 1968 when it adopted the Construction Industry Labour Relations Act, which deprived individual construction unions of their bargaining rights and delegated these rights to central labour bodies.

"This weakened the democratic control of these unions by their own membership and opened the way to most of today's problems."

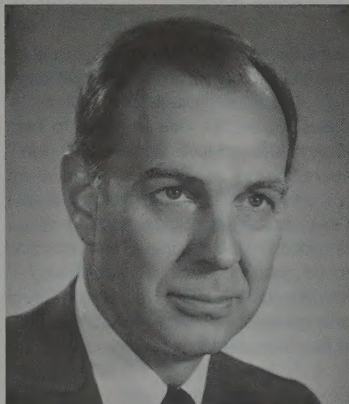
Morris also expressed strong CLC opposition to the Quebec government's legislation that removes the presumption of innocence on the part of those accused of participating in illegal strikes and lockouts:

"We are opposed to the suggestion that union leaders and members be presumed guilty until proven innocent. This is contrary to the basic tenets of our country's principles of justice."

Morris further condemned the Quebec government when he accused it of "using the Cliche recommendations for its own political purposes by threatening the unions and by laying all the blame at their doorstep, virtually ignoring the faults of everyone else.

"A cleanup and reform of all the parties involved—government agencies, unions and employers,—is imperative."

New CMA Chief



Harold Corrigan, president of Alcan Canada Products Limited, Toronto, was elected president of the Canadian Manufacturers' Association for 1975-76 at the CMA's 104th annual general meeting in Toronto. He succeeds Walter R. Lawson, of Montreal.

PS Union Rights

An International Labour Organization conference has recommended that the right of government employees to form independent trade unions should be proclaimed in new international agreements.

Delegates to the Technical Conference on the Public Service, at Geneva in April, recommended unanimously that an early session of the ILO's general conference adopt a labour standard covering civil servants' freedom of association and procedures for determining their conditions of employment.

The conference made no specific reference to public service strikes, but said the standard should provide for the settlement of disputes by negotiation or by jointly agreed independent procedures such as mediation, conciliation and voluntary arbitration. It said such methods

"would make it unnecessary for public servants' organizations to have recourse to such other steps as are normally open to organizations of workers in defence of their legitimate interests."

The conference said the new standard should deal with the position of all public servants, while leaving it to national laws and regulations to determine how far guarantees should apply to the police and to the armed forces.

Residual Rights Theory

The residual rights or management rights theory is a "mischievous and fallacious one that confuses property rights with human relations," according to **William Kelly**, assistant deputy minister of labour.

In an address to the Science Council of Canada, he said strict adherence to that doctrine could lead only to social unrest, particularly during this era of rapid technological change.

He said, however, that he is no longer finding strict adherence among management representatives to the theory that any rights not bargained away in the collective agreement belong to management.

Kelly attributed this to the "educational effect" of the 1965 report of the Freedman Industrial Inquiry Commission into railway run-throughs. Parliament passed legislation in 1972 authorizing the reopening of a collective agreement in mid-term, under certain conditions, when technological change is introduced. Kelly said the "gloomy predictions" about the harmful effect of the legislation have not materialized.

Since the Act was proclaimed, the Canada Labour Relations Board has received five applications for contract

reopening, he said. "One was withdrawn, three rejected and one decision is pending. There have been no strikes resulting from reopening of collective agreements."

Flextime Successful

Employees of 21 Ontario companies working flexible hours endorse the system, and their employees agree that it would be difficult to return to standard hours.

The companies, surveyed by a Toronto firm of management consultants, Haskins and Sells Associates, were mainly financial, service, utility and retail organizations, and most of the employees on flexible hours were office workers.

Fifteen of the companies reported increased productivity after flexible hours were adopted, and 19 observed improvements in employee morale. One reason for this was the disappearance of the 'late hassle' and with it a sense of relief from tension and guilt.

Most of the companies also reported that overtime had decreased. So had one-day and half-day absenteeism, but not absenteeism of longer duration.

The size of the firms ranged from 37 to 2,700 employees. Most of them said flexible hours had changed the focus of attention of the workers "from filling time, to completing assignments."

Twelve companies reported that supervisors were affected more than any other members of the management team: "Supervisors can no longer exercise control over the comings and goings of employees, nor can they rely on their physical presence to keep up production. Directions must still be given, and work assigned. Employees, however,

must be trusted to carry through in a responsible manner."

Supervisors had to do more planning and to communicate more freely and fully with subordinates. "In some cases assistance was required to help supervisors achieve these skills," the survey found.

Only one of the companies had dropped flexible hours. It said this had to be done because they were introduced "by edict" and without enough discussion and input from supervisors and employees.

Illegal PS Strikes

Stronger powers for the Public Service Staff Relations Board to deal with illegal strikes are sought by its chairman, **Jacob Finkelman**, in a supplementary submission to a Parliamentary committee studying employer-employee relations in the public service.

Finkelman wants the board given the power to hear cases and impose appropriate penalties on designated employees it finds guilty of walking off the job illegally.

At the present time, the board can only give the employer, the Government, permission to prosecute before the courts, a time-consuming process, which, critics say, often means many charges are not laid at all.

Designated employees are members of bargaining units whose work is regarded as necessary to security and public safety and who are prohibited from striking even if their fellow workers participate in a legal walkout.

In his supplementary submission, Finkelman also asks that the present system of fines be replaced by suspensions of employees from the

job, with a maximum time limit for suspensions set by Parliament.

Postal Problems

Postal workers in Canada are going to be asked to run one city postal plant themselves.

"I'm issuing a challenge to the unions," Postmaster-General **Bryce Mackasey** said in a May 14 address to the Canadian Direct Mail Association's annual meeting, in Toronto.

"I'm going to take one city postal plant," he said. "I'm going to invite the employees to sit down with management and tell us how they think it should be run. Then we'll work out a procedure and let them run it themselves. If it works, we'll go on from there."

Mackasey said he's never seen the mood of the country "so dangerously anti-labour." On the subject of inflation, he said the only cure is productivity, "but productivity is falling and restraint seems as rare as chastity."

Mackasey said a major reason for the post office's troubled labour relations is that the unions are reacting to the impact of new automated production techniques.

Bright young workers, "the best educated in history," came into the post office and are given tasks that are "mindless yet call for concentration ... You can't make a contribution. No initiative is required. You feel unimportant, belittled, like a machine."

He added: "Four of ten quit within a year ... Those who stay are those who can't afford to quit. People locked in by the need for money, people without skills for better jobs."

Mackasey described how the problem increases as young workers leave: "Productivity drops. So management makes the job even simpler so that too much time won't be spent training people who leave, and the job becomes more boring. Supervisors tighten control—and the job becomes more oppressive. Again turnover rises. Again productivity drops."

He said the worker who stays doesn't like the job and doesn't like himself for doing it. Often his hostility is channelled through the union, "and it threatens the basic structure of labour relations." Mackasey expressed optimism, however, that "enlightened self-interest" would bring union and management closer together.

He added: "In the past decade Canada's output has gone up 50 per cent. Sweden's went up 100 per cent and Japan's 188. The difference is the difference between co-operation and conflict."

First-Quarter Settlements

Collectively bargained settlements in the first quarter of 1975 showed a lower rate of wage increase than those of the fourth quarter of 1974, tempering the upward trend that had been evident throughout 1974.

The 69 settlements, covering 106,235 workers, reached in the first quarter produced average annual increases in base rates of 16 per cent in compound terms. The comparable figure for the fourth quarter of 1974 was 17.2 per cent.

Only agreements covering 500 workers or more, excluding agreements in the construction industry, were included in the figures.

In the 12-month period ended in March 1975, average increases equal to 15.5 per cent were provided for in

394 agreements covering 734,210 employees.

In the contracts settled during the first three months of 1975, 20 provided for a cost-of-living allowance (COLA).

Thirty-five settlements were classified as one-year agreements, 27 were classified as two-year agreements, and seven as three-year agreements.

In one-year agreements, the average annual increase in base rates was 18.6 per cent. In two-year agreements the average annual increase was 20.2 per cent for the first year and 10.9 per cent for the second year. In three-year agreements it was 14.7 per cent for the first year, 4.8 per cent for the second year and 4.8 per cent for the third year.

The base rate is the lowest-paid classification used for qualified workers in the bargaining unit. In most cases it is the rate for an unskilled or semi-skilled classification.

Of the 394 settlements reached in the 12 months ending in March 1975, 131 were classified as one-year agreements, 215 as two-year agreements and 48 as three-year agreements.

First-Quarter Stoppages

During the first three months of this year, 1.3 million man-days were lost as a result of strikes and lockouts, 168,000 more than in the corresponding period last year, and more than twice the total for the same period in 1973.

The 309 work stoppages in the first quarter of 1975 involved 92,840 workers and represented 27 man-days lost through strike activity for every 10,000 worked. Sixteen stoppages were under federal jurisdiction and involved 251,570 lost man-days.

In the corresponding period in 1974, 266 work stoppages involved 88,410 workers and represented 23 man-days lost for every 10,000 worked. Of this total, 13 of the stoppages were under federal jurisdiction and involved 5,074 workers, with a loss of 24,300 man-days.

Illegal Immigrants

A recent article in *The Financial Post* says the Department of Manpower and Immigration is having trouble cracking down on employers who import foreign workers without employment visas.

Under regulations introduced in January, 1973, people who have neither Canadian citizenship nor landed immigrant status must obtain work permits before accepting a job in Canada.

In 1974 there were 371 prosecutions against non-immigrants for working illegally, but the **FP** article by Sheldon E. Gordon, says the number who escape detection is estimated to be in the thousands.

"Yet the employers who hire them, often at excessively low wages, seldom have to face the music," he adds. "A total of eight were prosecuted in the past 15 months, and only five of those were convicted." Sheldon, who based his report on interviews with **M & I** officials, says an employer can usually clear himself by maintaining that he was deceived as to the true status of the employee he hired.

Job-Creation Scheme

Another report by Gordon in the *Financial Post* says the Department of Manpower and Immigration wants to

expand its Local Initiatives Program to provide jobs for 10 or 12 months rather than short, seasonal employment.

The article also quotes Manpower Minister Robert Andras as saying he plans a "fairly massive" job-creation scheme.

Andras reportedly wants to "invest heavily in occupational training so that workers' skills will be upgraded when the economy eventually recovers.

Gordon reports that amendments to the Unemployment Insurance Act, originally expected to be introduced by the end of last year, are being postponed until next fall. The amendments would require people who leave jobs voluntarily to wait an extra three weeks before qualifying for benefits. The amendments would also affect the current provision for an extended period of benefits when the national unemployment rate is high.

Delaying the amendments, the report says, will give the department time to digest the results of a Newfoundland experiment that could be a model for a nation-wide attempt to integrate jobless benefits with occupational training allowances.

The Newfoundland project will provide vocational training to 2,000 UIC claimants who will receive only \$10 a week in training allowances, with their UIC cheques continuing during the training period.

The requirement that UIC recipients be actively looking for, and available to accept, suitable jobs will be waived during the training period. If no job is available for the upgraded worker at the end of his vocational course, he will be allowed to resume his place on UIC rolls.

The report adds: "Andras favours this integrated approach as a way of assuring that the UIC not only provides temporary income support,

but also makes it possible for the claimant to qualify for the type of job that can keep him off the UIC rolls for good."

Gordon says Andras declined to estimate the cost of his new job-creation proposals, saying only that "his department's yardstick measures a drop of 0.3 per cent in the unemployment rate for every \$100 million it spends on job creation."

In the 1974-75 fiscal year, the federal government spent \$139 million on job creation programs including LIP, Opportunities for Youth, and the Local Employment Assistance Program for native people, the handicapped and other "chronically jobless" groups.

Job-Finding Drive Extended

The department of manpower and immigration has extended its special job-finding and placement drive for unemployment insurance claimants, employable welfare recipients and "selected Canada Manpower clients in need."

The program was started early last year on an experimental basis in seven cities: Halifax, Montreal, Toronto, Hamilton, Winnipeg, Edmonton and Vancouver.

In April this year it was extended to 34 cities, involving 84 Canada Manpower Centres and 56 Unemployment Insurance Commission offices. The department hopes to extend it to all Manpower Centres in the country by April 1, 1976.

Last year, between April 1 and December 31 the experimental project resulted in 30,248 people being placed in jobs. About the same number found employment on their own after guidance and advice from manpower counsellors. Another 5,431 were

directed to training courses, and 233 were given mobility grants.

The department estimates the drive will save the Unemployment Insurance Commission between \$30 and \$40 million for the fiscal year 1974-75,—a return of \$5 to \$7 for every dollar spent on it.

Labour Force Survey

Statistics Canada intends to gather more information in its monthly labour force survey, and has already started trial runs of a new, expanded survey questionnaire. There have been few changes in the survey design since 1952, when the agency began doing a monthly survey instead of one every four months.

The new revision is intended to take into account changes in employment practices of the last two decades. For example, the definition of part-time work is under 30 hours a week instead of under 35 because many employees now have a standard workweek of fewer than 35 hours.

New information on employment being sought includes the number of people holding more than one job, current rates of pay, reasons for job absences and the number of people with jobs who are looking for new ones. The unemployed are being asked how long they have been looking for work, what they are doing to find it, how many hours a week they want to work and what kind of job they last held.

The bureau is using both the old and new survey forms and comparing the results. If the new one is adopted, it may take three and a half years to develop it fully.

Occupational Training Agreements

The Department of Manpower and Immigration has announced the signing of new two-year adult occupational training agreements with four provinces.

The provinces, and the amounts made available to them under the agreements: New Brunswick, \$16,428,000; Newfoundland, \$10,014,000; Saskatchewan, \$6,840,000; and Prince Edward Island, \$4,822,000.

The department has also announced a shared-cost agreement with Alberta under which the two parties will each provide \$1.8 million in the 1975-76 fiscal year for industrial occupational training in the province.

Job Barriers

Manpower and Immigration Minister Robert Andras says some Canadian employers are guilty of "restrictive" hiring practices by adopting employment criteria beyond the qualifications needed to do the job.

He said the most prevalent forms of such job barriers are inflated educational requirements, an over-emphasis on previous job experience, age, sex, personnel testing, bonding and health requirements.

"Artificial and arbitrary employment criteria automatically exclude segments of the labour force," he said. "The results are an under-utilization of manpower, artificial labour shortages, a higher number of long-term vacancies and delays in hiring. All these are, of course, extremely costly to the employer."

He says his department has found arbitrary maximum and minimum age requirements that create job barriers

for both older workers and youth. "Employers should examine their hiring procedures carefully to ensure that various kinds of discrimination are not practised," Andras said.

Employer-Paid Training

About one in almost every 13 workers (7.9 per cent) participated in an employer-sponsored training program in 1973, Statistics Canada says. The first of a planned series of surveys on employee training programs shows that white-collar workers had the best training opportunities.

The survey found that 9 per cent of men and 6 per cent of women were given training courses. It found also that the proportion of workers given employer-sponsored training was highest in governments and financial institutions and lowest in the construction industry. Many of the apprenticeship programs in construction are sponsored by provincial labour departments.

Second Darling Report

If Canada doesn't develop an international shipping policy it may soon find itself priced out of a changing international shipping market. This warning comes from H.J. Darling in a study for the Ministry of Transport on the elements of an international shipping policy for Canada.

Darling was chairman of an earlier committee of inquiry that studied Canada's coastal shipping industry (LG, April 1973, p 200).

By its terms of reference, the latest study was to "provide a brief résumé of the background and issues in any projected development of Canadian-

flag deep-sea shipping, with emphasis on the policy options available, their relative importance and practicality, and the priorities and co-operation necessary to initiate an effective and economic policy."

Through the years, the principal argument against developing a Canadian deep-sea fleet has been that Canada could buy shipping services more cheaply on a highly competitive international market.

But Darling gives warning that the competitive nature of that market is changing: competition in a free market is diminishing, but competition between large shipping consortia, backed in many cases by their states, is increasing. So is direct competition from national fleets "that define economic decisions differently."

"Canada, with its hands-off policy, is close to becoming a unique case among the world's main trading nations," he asserts.

As shipping policies become increasingly nationalistic, "bilateral agreements that effectively squeeze out third-flag operators constitute a serious threat to the rates and services offered Canadian shippers, and to the use of Canadian ports."

Darling also says that an international convention now under study—the UNCTAD Convention on a Code of Conduct for Liner Conferences—is a "high-level endorsement of completely nationalistic shipping policies," and "a clear warning to all nations to protect their own interests."

And Canada has several interests to protect, including the movement of bulk resources like ore and coal, the role of Canadian ships in the development of the Arctic, the container consortia that have taken over the general cargo trade—"this would involve the competitive position of Canadian ports as against American ports"—the bilateral shipping policies

of other countries, and the position of Canadian ports as a result of modern shipping trends.

The report says a Canadian shipping policy would require more unification and co-ordination of responsibilities than now is possible: "Policy now is fragmented between different departments and agencies, each having its own priorities and its own terms of reference."

It also recommends a general program of shipping assistance available on prescribed terms to any Canadian operator that would permit him to take his own initiative in deep-sea shipping but would not involve any government responsibility for maintaining the operation.

"Such a program should therefore not include direct capital subsidies beyond the shipbuilding subsidies already available, nor operating subsidies."

Unions in Canada do not seem to find unreasonable a modern manning scale nor a requirement of binding arbitration of disputes as a condition for qualifying for any government program of assistance," Darling says.

Holding Down Wages

The *Financial Times* says Canada has done better than seven out of nine rich industrial countries in holding down wage increases in manufacturing during the 12 months ended in February 1975. It calculates the increase in Canadian manufacturing wage rates at 17 per cent, compared with 10 per cent in the U.S. and 13 per cent in West Germany.

Major new contracts signed during the first quarter of this year provided for a first-year increase in base pay of 19.6 per cent in Canada, 12.5 per cent in the United States. The average increase over the life of these new

contracts was 16 per cent in Canada, 7.7 per cent in the U.S. The increase in base pay for all major settlements reached during the corresponding period last year was 16.7 per cent in Canada, 6.1 per cent in the U.S. First-quarter average hourly earnings in industry generally were up about 17.8 per cent in Canada in 1975 over the level a year ago, compared with 8.3 per cent in the U.S.

Canada's increases, however, were lower than those in all other European countries and Japan, according to the *Financial Times* report, by Peter Cook. The highest increase was 26 per cent in Belgium, and next were Britain and Japan, both with 24 per cent.

The report says wage gains in Canada have passed their peak, and that this country has suffered no competitive disadvantage except in relation to U.S. and West German markets. Even there, Canada is better off than other manufacturing countries, according to a study of unit labour costs in manufacturing, undertaken by the First National City Bank of New York and cited in the *Financial Times* report.

It said the price at which manufactured goods are produced in Canada rose to 99 per cent of the unit labour cost in the U.S. during 1974. "But in other countries the performance was much worse," Cook writes. "In Italy and Britain unit labour costs had increased to 126 and 122 per cent against a U.S. figure of 100 per cent in 1974"

B.C. Wage Rates

The Employers' Council of British Columbia says employers in B.C. pay the highest rates in Canada and the United States in at least four industries—manufacturing, mining, construction and wood products.

The Council, in its *Industrial Relations Bulletin*, says also that since 1969 average hourly wages in the province have risen at an average rate of 9 per cent a year, compared with 10 per cent for all of Canada and 7 per cent for the U.S.

It also points out that in 1973 and 1974, increases in U.S. wage rates were "restrained to some degree by controls" while Canadian wage increases were "uncontrolled".

Organize Low-Paid

Unions in Canada have been warned by Cy Gonic, a professor of economics at the University of Manitoba, that if they don't organize workers in low-paying jobs, these workers may become part of an anti-union backlash. He spoke at a conference on policy planning at Carleton University in Ottawa.

These workers become annoyed when they hear of unions' wage demands and are ripe for an appeal for curtailing union rights and outlawing strikes, Gonic said.

New Mediation Program

To crack the walls of misunderstanding between management and labour, the United States Federal Mediation and Conciliation Service (FMCS) has established a new section, the Office of Technical Services, which operates with a new concept it calls "labour—management relations by objectives."

This is based on the idea that "labour and management can best identify their own mutual problems and are in the best position to decide how to solve them." The FMCS provides the expertise for prodding labour and management toward fundamental

changes in their relationship. With the help of a federal mediator, employees and unions, hampered by rigid adversary procedures, analyze their problems and establish new means of dealing with them.

Several projects have been initiated by the service, one of them at the Georgia-Pacific wood products and paper making complex at Woodlands, Maine, where the workers are represented by five unions and which suffered from a major strike last year.

The parties met in mixed labour and management groups to discuss areas they most wanted resolved. Their goals turned out to be improved communications, more trust and respect, mutual understanding and an improved future relationship. Their frank discussions appear to have been helpful.

William Sawyer, director of industrial relations for Georgia-Pacific, reports that a wage rate job adjustment that could not be resolved during the strike was worked out within a few weeks after the sessions. He also says grievances, which had numbered in the hundreds, slowed to a trickle.

Irving Marshall, president of the Paperworkers local, says the experiment gave union and management a chance to see each other's side of many problems, and how to work jointly to resolve them. Similar projects have begun in several other states.

Traditionally, the FMCS has viewed its role as one of settling crises after they have arisen. The new program is aimed at preventing disputes and improving long-term bargaining relationships.

Multinational Bargaining Remote

Co-ordinated bargaining between multinational labour organizations and

multinational companies is still in the remote future, it was found in a study by the Conference Board, a non-profit research organization supported by private industry.

The year-long study was based on questionnaire replies from 168 multinational corporations, and the views of the leaders of the major multinational labour organizations. The director of the study, David C. Hershfield, comments that the term "international" in many unions' names means only unions operating in the United States and Canada.

He considered the views of leaders of four federations considered to be multinational: the International Metalworkers Federation, the International Federation of Chemical and General Workers Unions, the International Federation of Petroleum and Chemical Workers, and the International Federation of Air Line Pilots' Associations. All are loosely associated with the International Confederation of Free Trade Unions.

So far, Hershfield noted, there has not been much evidence of the traditional adversary relationship of management vs. labour on the multinational level. On the contrary, he observed, there are indications that multinational companies and unions may find common interests.

Controls on MNEs Urged

Stringent controls on multinational enterprises are urged in a document presented to the Organization for Economic Co-operation and Development by its permanent trade union advisory committee.

The 90-page submission blames the OECD's "liberalization" policies for encouraging multinational corporations in "international oligopolistic and monopolistic practices."

It has been ratified by representatives of 36 million union members in 19 countries.

It proposes 13 "enforceable obligations" to be imposed on multinational corporations in the industrial relations field. They include:

- following the labour rules and practices of the host country only if they are not inferior to those drawn up by the International Labour Organization.
- providing working conditions at least equal to those of the United Nations Charter of Human Rights and the ILO conventions.
- co-operating with unions in promoting industrial democracy at local and headquarters levels.
- keeping the authorities and unions of both home and host countries informed of their activities.

The committee has drafted model legislation that would require the companies to disclose profits, taxes, savings and investments, borrowing and lending.

Criticize U.N. Commission on Multinationals

The United States commission on multinational corporations has drawn criticism for not involving the trade union movement in its work.

In a joint letter to U.N. Secretary Kurt Waldheim, Otto Kerstein, general secretary of the International Confederation of Free Trade Unions, and Jean Bruck, general secretary of the World Confederation of Labour, express "disappointment and dissatisfaction" with the commission's first session, in New York in March. They say unions are interested in

every aspect of the problems raised by multinational corporations, and they find it unacceptable for organized labour to be permitted to take part in the commission's work on only an occasional basis.

1974 Economic Review

The probability of further decline in the world economies continues, but in relation to the world situation, Canada's economic growth was comparatively good last year, according to the 1974 Economic Review of the Department of Finance.

The review points out that the slowdown took place earlier and more markedly in the United States and other countries of the Organization for Economic Co-operation and Development. On a year-to-year basis, the real output of OECD countries grew by only an estimated 0.3 per cent in 1974, compared with 6.3 per cent the previous year, the report says.

Canada felt the effects of this downturn: Commodity exports from Canada declined 1.5 per cent in real terms, and this country's foreign trade deficit rose from \$785 million to \$2,485 million.

The report adds: "This deterioration in the foreign sector converted a relatively strong domestic demand into a much slower rate of growth in real gross national product... Prices in Canada, as in other OECD countries, rose sharply."

And while the real GNP increase for 1974 as a whole was 3.7 per cent, "economic growth occurred only during the early months of the year." In the final quarter of 1974, real GNP actually declined 1.3 per cent, primarily as a result of a strong decline in consumer spending on durable and semi-durable goods, a continuing fall in house construction,

and a decline in the volume of exports compared with continued growth in imports.

IAPA Annual Conference

Safety is good business, said B.L. Turvolgyi, vice-president of operations for Du Pont of Canada Ltd., Montreal, at the annual conference of the Industrial Accident Prevention Associations, in Toronto April 7-9. He sat on an eight-member Du Pont panel, "Can Safety be Managed? Du Pont's Answer."

Turvolgyi was optimistic about improving industrial safety, saying it is "reasonably possible to safeguard all operating exposures that may result in injuries."

M.M. Bayne, Du Pont's corporate safety director, told the delegates that safety in operation should be built into the design of the plants.

A session on metal trades problems was told that the so-called accident proneness of some young workers may result from stress. Victor G. Caspary, a teacher at St. Lawrence College, Kingston, Ont., said "unusual, negative, distracting stress" increases a person's liability to accidents or other low-performance behaviour.

He said such stress could be caused by "external" factors—temperature excesses, poor lighting, excessive noise levels or undue physical strain—or by "internal" ones such as disease, alcohol and drugs, adjusting to unfamiliar work discipline, the strains of marriage and the assumption of new family responsibilities.

Delegates were told by C. Eric Buonassisi, marketing representative with Du Pont, that "people can learn to live with excessive noise, tending not to think of its long-range cumulative danger and the slow but certain damage it does to hearing."

Hearing protection "can be provided for only pennies a day," he said.

Michael Starr, chairman of the Ontario Workmen's Compensation Board, told the conference that the cost of industrial accidents in terms of human suffering and economic loss is a compelling reason to intensify efforts in the cause of safety. The OWCB paid out nearly \$225 million last year in compensation covering 443,000 injuries sustained on the job.

Equal Rights Setback

Despite the optimism of its supporters, ratification of the Equal Rights amendment to the U.S. constitution has suffered a series of setbacks.

On April 26, Florida, by defeating the amendment, became the tenth state to do so this year. It was killed in parliamentary manoeuvring in another, and approved in only one.

Congress passed the amendment in March, 1972. It reads: "Equality of rights under the amendment shall not be denied or abridged by the United States or any state on account of sex."

To become part of the constitution, the amendment must be approved by 38 states by March, 1979. By the end of April of this year it had been approved by only 34, and two of them, Tennessee and Nebraska, had passed resolutions rescinding their actions. However, there is some question about the legality of the rescinding resolutions.

Only one other state, Missouri, is to consider the amendment this year.

Job-Discrimination Case

The American Telephone and Telegraph Co. has agreed to pay an

additional \$2.5 million, the third stage in the settlement of a job-discrimination case. Most of the money will go to about 1,000 women, each getting from \$125 to \$1,500 as a result of delayed promotions.

The company agreed to the payment after a special government co-ordinating committee found that it had not met 1973 intermediate targets for ending job discrimination. AT&T had agreed in 1973 to pay \$45 million, and in 1974 to pay an additional \$30 million as a result of government findings that some employees were victims of sex discrimination

U.K. Union Colleges

Three British unions plan to invest heavily in member education, with close to \$6 million earmarked for three new trade union colleges.

The General and Municipal Workers Union is spending \$480,000 on its second college. The Association of Scientific, Technical and Managerial Staffs is opening its first college at a cost of \$600,000, and the Transport and General Workers Union is opening its first at a cost of \$4.8 million. The TGWU's college, in Eastbourne, will also serve as a holiday home.

The Trades Union Congress spends 20 per cent of its \$2.4 million annual budget on education, in programs ranging from correspondence courses to university scholarships.

U.S. Workers Happier?

Compared with Canada, the U.S. looks like a "paradise of worker contentment," according to Bogdan Kipling of the *Financial Times News Service*.

In a report from Washington, D.C., Kipling points out that in 1974 the U.S. lost 24 man-days to strikes for every 1,000 man-days worked, while Canada lost 46 per 1,000 man-days. He notes also that the average annual gain spread over the life of contracts negotiated in the U.S. last year was 7.3 per cent, compared with a Canadian figure of 14.2 per cent.

"The reluctance to strike and the acceptance of small wage increases [in the U.S.] have dumbfounded labour leaders and White House officials alike," Kipling writes.

The fear of unemployment and the current economic recession, however, "may have much to do with the marked lack of militancy among American workers," he observes.

B.C. Labour Board

Peter Cameron, regional vice-president of the Canadian Association of Industrial, Mechanical and Allied Workers, has been appointed a member of the B.C. Labour Relations Board. CAIMAW is a member of the Confederation of Canadian Unions, the national organization of independent Canadian unions.

Also in British Columbia, **Jim Kinnaird** has resigned as associate deputy labour minister. Kinnaird is a former president of the B.C. and Yukon Building Trades Council and a former vice-president of the B.C. Federation of Labour.

I. W. Abel Loosens Reins

J. W. Abel, president of the United Steelworkers of America, has announced that he will retire as president of the AFL-CIO's Industrial Union Department. He could continue as president of the IUD, but says he has decided to step down from that position at the department's biennial convention in September.

Abel, who is 66, will complete his third term as president of the Steelworkers in June 1977, and won't be eligible for re-election to that post because of a mandatory retirement rule.

"Stop the Slaughter in Industry!" – Steelworkers

The seeds of potential death are being sown by new industrial materials and processes.

That was the message given 450 delegates to the 1975 Canadian policy conference of the United Steelworkers of America, in Toronto, May 8 and 9.

The conference theme was "Stop the Slaughter in Industry!" and the extent

of that "slaughter" was spelled out by Dr. Irving Selikoff, professor of environmental medicine at the Mount Sinai School of Medicine at the State University of New York.

He said surveys of small businesses had found one in four workers suffering from job-related diseases, including hearing troubles from noise, eye cataracts from infra-red radiation,

lead poisoning in the blood, and chronic respiratory diseases from asbestos and other fibre-like dust.

There was silence in the conference hall as Selikoff used slides to demonstrate the frequency of cancer of the liver in vinyl chloride workers and lung cancer in asbestos, nickel, and roofing workers.

He said research indicates that almost one half of asbestos workers in Canada and the U.S. die of some kind of cancer, one fifth of lung cancer. "Nature had played a dirty trick," he noted. The effect of exposure to some harmful industrial products "doesn't become evident for 20 years." Of 368 people surveyed in Ontario who had worked in uranium mining at Elliot Lake, 58 died of work accidents and 41 of lung cancer, Selikoff said. "But that is only the tip of the iceberg. The mines only started in 1953 and didn't get into full production until 1955. Nobody knows what happened to thousands of workers who spent some time there."

He stressed that it is not only people working with hazardous materials who are affected, but also maintenance workers, supervisors, other industrial workers, and even people living near industrial plants.

Moreover, employees bring diseases home to their families: to "their wives who wash their clothes or their children who play with products and materials brought home by the workers."

Selikoff insisted that smoking increases the hazard: "Asbestos workers who don't smoke don't necessarily die of cancer. It is the combination that does it, and nobody knows what other combinations are hurting workers today."

He said the medical profession deserves some of the blame for the "crisis" in industrial health: "We have looked the other way."

Cancer of the scrotum, for example was found 200 years ago in Britain in boys working as chimney sweeps. Roofing workers in Canada and the U.S. today are still exposed to the same material, coal tar pitch," Selikoff said.

New materials, however, are being introduced all the time—the entire

plastics industry is relatively new—and its hazards are not known. Meanwhile, the production of known harmful materials such as asbestos, has been multiplying, he pointed out.

I.W. Abel, Steelworkers' president, said governments in both the U.S. and Canada must do more to protect workers. More than 1,215 were killed on the job in Canada in 1972, and an estimated 1,000,000 are injured at work every year, he said.

The delegates adopted a resolution urging that steelworkers refuse to do unsafe jobs, and that they pressure governments to pass "satisfactory" occupational-health laws, including the legal right of employees to refuse work they consider unsafe.

Other resolutions called for courses in industrial hygiene at all "major educational centres" and for legislation to increase the pension benefits of persons whose life expectancy would be relatively lower because they work in industries where they are prone to occupational diseases.

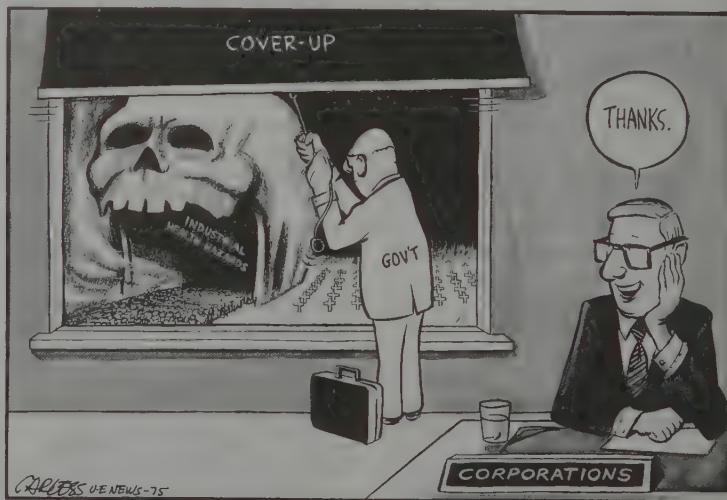
The Steelworkers also adopted a committee report that blamed "greedy and thoughtless employers and lax

and insensitive governments" for imposing hardship and suffering on workers. They and their families must be adequately compensated, but the only long-range remedy is to make all industry safe through adequate and complete preventive action and through strict enforcement of adequately high standards."

The delegates were warned that the world's next major economic and military war may be over the economic resources of the oceans.

Herman Rebhan, general secretary of the International Metalworkers Federation, said the seas "cover treasures beyond the wildest dreams of man—oil, precious metals and food—nobody really knows." He said there is an urgent need for an agreement among nations to rule out the ocean, "as they have ruled out outer space," as a platform for war.

The conference adopted a resolution calling for the regulation of all energy corporations as part of a national energy policy "to co-ordinate the long-term development of all Canadian



A labour view



Selikoff

energy resources in the interests of the Canadian people."

The resolution called for the nationalization of at least one major integrated petroleum corporation—T.C. Douglas, the former federal leader of the New Democratic Party, suggested Imperial Oil—as well as majority interest in the Athabaska tar sands project. It said also that an equitable settlement of native land claims must be a prerequisite of any new energy development.

Other resolutions:

- decided the union would hold its national policy conference every second year instead of annually;
- urged more scholarships at the Labour College of Canada and its

recognition as a school of higher learning, and asked for courses on labour unions in schools at all levels of education;

- reaffirmed the union's belief in the right to strike and its opposition to compulsory arbitration of labour disputes;
- commended the concept of "industry-wide, corporate-wide and chain bargaining, nationally and internationally;"
- renewed support for a 32-hour, four-day workweek;
- sought increased training allowances for apprentice mine workers.

Wages, Labour Costs and Productivity

Allan Porter, chief of the wages research division of Labour Canada's Economics and Research Branch, says a "milestone of sorts" in Canada's economic history was reached last fall when hourly earnings of Canadian manufacturing wage earners exceeded the comparable U.S. figures.

Canadian Labour Views, a service that analyses trends in labour relations and reports them to industry, says this happened in December, 1974, when the average was reportedly nine cents an hour—or 1.9 per cent higher than the comparable U.S. figure. A year previously the U.S. average had been 16.4 per cent higher than the Canadian average. The figures are for gross earnings, including overtime and shift differentials.

Canadian Labour Views comments that this means the competitive advantage held by Canadian labour markets in the past has been lost.

In an interview with the *Toronto Globe and Mail*, however, André

Raynault, chairman of the Economic Council of Canada, says this is a complex matter that requires analysis of productivity trends, price trends and the rate of exchange: "We need the full picture before we can draw any inferences from the statistics. We can't make rash judgments."

Porter, who spoke at a Toronto conference sponsored by the Toronto Association of Business Economists and the Montreal Economics Association, pointed out also that per capita income last year was higher in Canada than in the U.S.—\$4,898 against \$4,623, according to preliminary estimates. "Back in 1950, the U.S. figure was 31 per cent greater than the Canadian," he said.

The move to parity is not complete, however, he added: "Total wages, salaries and supplementary labour income (fringe benefits) divided by the total number of paid workers was 9 per cent higher in the United States than in Canada in 1974." But the difference had been 22 per cent in

1961, "and it has been narrowing ever since."

He said the average annual labour income per paid worker in current dollars rose 116 per cent in Canada between 1961 and 1974 against only 93 per cent in the U.S. And by December last year, average hourly earnings—gross, unadjusted—in manufacturing in Canada were up by 159 per cent from 1961, while up by only 100 per cent in the U.S.

Porter used another measurement to show an improved comparative situation for Canadian workers—negotiated wage increases. "During the years 1968 to 1970 the Canadian margin was two percentage points, or, relatively speaking, 25 to 30 per cent higher." While differences in the kinds of information reported make precise comparison difficult, "it is clear that since 1970 the margin between Canadian and U.S. settlements has been widening."

One factor in the Canadian wage increases was the "enormous" growth of collective bargaining in the public sector. Porter quoted the findings of a recent study by the C.D. Howe Research Institute that "many of the wage demands now being put forward reflect an attempt to make a once-for-all improvement in wages relative to other workers."

Another factor was Canada's "impressive" economic growth in the 1950s and 1960s, which exerted upward pressure on Canadian wages. Total output in both Canada and the U.S. increased by about 70 per cent between 1941 and 1961. Between 1961 and 1974, however, "total output grew by 108 per cent in Canada and 87 per cent in the U.S., and by 117 per cent in manufacturing compared with a U.S. increase of 90 per cent. For total output the Canadian figure exceeded that for the U.S. by 24 per cent and for manufacturing by 30 per cent.

"This great expansion of output does put a strain on resources and must be expected to push up wages—or pull them up, if you prefer."

Porter pointed out that unit labour costs of production rose 23 per cent in Canada during the 1961-72 period, compared with 19 per cent in the U.S. The average increase was 54 per cent in the Common Market, however, and 55 per cent in 10 countries—Japan, Belgium, Denmark, France, Germany, Italy, the Netherlands, Sweden, Switzerland and the United Kingdom.

During the 1960-73 period, the annual increase in unit labour cost was less

for Canada than for any other country except the U.S., he observed—2.0 per cent for Canada, 1.9 per cent for the U.S., and an average of 3.7 per cent for the above 10 countries.

He said that in terms of comparative productivity, Canada is ahead of the U.S. in growth, but behind several other industrial countries.

"Between 1961 and 1972, according to the U.S. Bureau of Labor Statistics, output per man-hour in Canadian manufacturing increased 58 per cent. This was certainly better than the U.S. increase of 47 per cent, but considerably less than the 90 per cent for the original members of the EEC—Belgium, France, Germany, Italy and the Netherlands—or the 84 per cent for the expanded Common Market—with Denmark and the United Kingdom added—and less than one-third the jump of 181 per cent in Japan."

Porter also quoted a more recent report from the Bureau showing the annual trend rate of increase of output per man hour from 1960 to 1973. It was 4.3 per cent in Canada, 3.3 per cent in the U.S. and higher in all the other countries except Britain, which had a rate of 4.2 per cent. The average rate of increase for the 11 countries, including Canada, was 6.3 per cent.

"But it is, I think, most revealing that the country with the highest rate of productivity increase, Japan, with 10.7 per cent, also had the highest rate of increase in hourly employee compensation, at 14.6 per cent, although, thanks to its formidable improvement in productivity, its unit labour costs increased at no more

than the average rate for the 11 countries," he added.

"Indeed, from the available data, there would seem to be a rather good correlation between increases in productivity and in wages and salaries."

Porter said recent data establish that recent productivity and cost trends in Canada do not compare favourably with those of the U.S., "although we don't look so bad compared with the rest of the world."



In 1972 output per worker, as measured by change in constant dollar GNP over change in employment, increased 2.8 per cent in the U.S. and slightly less, 2.6 per cent, in Canada, he said. "In 1973, U.S. productivity, according to this measure, rose 2.5 per cent compared with a Canadian increase of only 1.5 per cent. But last year, U.S. productivity fell 3.7 per cent while ours was almost stable, with a decline of 0.4 per cent. In manufacturing, I estimate that output per worker increased 4.4 per cent between 1972 and 1973 in the U.S. and 3.0 per cent in Canada, while between 1973 and 1974 there was a slight drop of 0.3 per cent in the U.S. and a slight increase of 0.2 per cent in this country. The much more rapid increase in Canadian wages and salaries combined with poorer productivity performance in 1973 and only a slightly better one in 1974 resulted in an increase in unit labour costs in manufacturing of 23.9 per cent in Canada and of 14.9 per cent in the U.S. between the first quarter of 1972 and the fourth quarter of 1974."

Alcoholism: A Union-Management Issue

by Sharleen Bannon

A successful union-management approach to the touchy problem of alcohol abuse in the workplace may not be as remote as it first appears.

As a cause of poor work performance alcohol abuse has until recently been anything but a subject for union-management action and co-operation. In fact, termination of employment of union members for alcoholism has been a frequent cause of grievances filed by many union locals.

This picture seems to be changing, however, with the increasing recognition of alcohol abuse as North America's most serious health problem next to cancer, heart disease, and mental illness.

A series of Canadian conferences during the past two years had indicated that Canadian labour leaders are anxious to ensure that their members become beneficiaries of programs in which both management and unions regard alcoholism as a treatable disability. Clearly, the

voluntary approach pioneered by the much-praised and highly successful Alcoholics Anonymous self-help group since 1935 is not sufficient to reach the hundreds of thousands of problem drinkers who are best approached at their place of work.

Canadian Labour Congress president, Joe Morris, told the recent Canadian-American labour-management seminar on occupational alcoholism held in

Niagara Falls, that "as most problem drinkers work, it is natural that industry and labour should be concerned. The alcohol abuser presents problems to both the employer and fellow workers. While the average rate of absenteeism is 6 to 10 days a year, the alcoholic misses 24 to 36 days... In some industries his or her negligence may also present a safety problem to others."

At the same meeting, David Archer, president of the Ontario Federation of Labour, echoed Morris' sentiments, adding that "in dealing with alcohol problems the adversary situation doesn't work, so efforts must be made to get management and union together." Archer was quick to point out that union officials and others who support the establishment of alcohol programs "do not plan to invade beer parlours with tambourines...or even try to stop people from drinking. Use of alcohol is a personal choice as long as it doesn't interfere with work performance."

Do you
realize
how much
alcoholism
is costing
your union
and company?

"Harry's loaded again...
I say let's fire him"



Harry is a great guy, really. Everybody says so. Darned good welder, too.

Except when he's drinking. And Harry seems to be drinking most of the time.

Because of alcohol Harry missed 33 days from work last month. What do you do with an employee like Harry? Fire him?

Here at Bethlehem we have a better solution. Better for Harry, better for us. We've developed a corporation-wide alcoholism program built on rehabilitation. Each employee with a drinking problem is urged to seek help through this plan.

It's working, too. In the five years of the program's life, over 60% of the enrollees have made dramatic progress toward recovery. Some cases are, of course, hopeless. Such people simply cannot hold a job.

The alcoholic is a person with a serious illness, indeed, alcoholism is the nation's #1 neglected health problem. Yet there's a better than even chance that the problem drinker can be saved from his affliction.

Typically, the alcoholic is talented and intelligent. To discard him, then, is indefensible. To try to salvage him is the only answer, on both economic and humanitarian grounds.

We hope we are seeing the dawn of a day when every business and every citizen views the alcoholic for what he is—sick, but not sickening.

BETHLEHEM STEEL



pay an additional \$350 million a year in direct health costs due to drinking.

The cost to industry has prompted many North American employers to support alcoholism rehabilitation programs

A problem drinker will tolerate abuses to family, friends, and finances. Only when his job is threatened is he likely to accept help in order to stop drinking.

Despite professed concern for "one's fellow man" it is more likely the recognition of the cost to industry that has prompted many North American employers to support alcoholism rehabilitation programs for employees. Among the major Canadian employers with programs are: Canadian National Railways, Ontario Hydro, Imperial Oil, Gulf Oil, the Ontario provincial government, Du Pont of Canada, IBM, Canadian General Electric, Bell Canada, Alcan, Continental Can, Dofasco, Metro Toronto Police, The Toronto Star, the RCMP, and some federal government departments.

The federal Government, which employs nearly 160,000 people who are members of the Public Service Alliance of Canada, has expressed official concern about the physical well-being and work performance of federal employees. Some authorities estimate that the vast majority of early retirements from the public service for medical reasons can be traced to alcohol problems. The Ottawa area alone, which employs about 70,000 people in the federal public service, has a probable 3,500 problem drinkers.

The federal Government has recognized alcoholism as a treatable illness and has distributed an internationally-acclaimed manual on how to help and detect the problem

Organized labour's concern about alcohol abuse, and a new-found willingness to co-operate with management on this issue, is supported and perhaps spurred by the well-documented shock-value statistics that indicate alcohol-impaired workers cost Canadian industry a million dollars a day in sick benefits, job-related accidents, absenteeism, and property damage. The better-known and equally shocking statistics that 25 per cent of reported suicides and half of all traffic fatalities and arrests involve alcohol have done little to pinpoint the workplace as a logical

starting point in tackling the drinking problem.

To illustrate the extent of the problem, the Ontario Addictions Research Foundation estimates there are 900,000 alcoholics employed in Ontario industries alone. A wide variety of authorities agree that between 3 and 10 per cent of the working population is either alcoholic or in the "problem drinker" category. Even federal Health Minister Marc Lalonde has publicly expressed concern about the extent of alcohol abuse and estimates that Canadians

drinker, written by Ann St. Louis, a personnel counsellor with the Customs and Excise Branch of the Department of National Revenue. Several other government agencies, including Health and Welfare, and National Defence, have alcohol programs. Although the Department of Health and Welfare is ready to assist any government department to develop programs for problem drinkers, it appears there is no overall program for all federal employees. To date, such programs are at the discretion of each deputy minister, so success in detecting and rehabilitating government employees with alcohol problems seems to vary among departments.

Only when his job is threatened is an alcoholic likely to accept help in order to stop drinking

The stance of the Public Service Alliance has been to support and publicize the government's initiatives rather than to make alcohol programs one of its special concerns. But the PSAC is now expanding its education programs to include the role of the union in working with the employer to help the alcoholic employee. In the United States, more than 300 major employers and several unions are known to have alcohol programs. Many of the programs in industry are registering success rates of between 50 and 90 per cent in rehabilitating problem drinkers. The Canadian trade union movement, however, is a relative latecomer in supporting and demanding joint union-management approaches to the problem, either informally or at the bargaining table.

Although there is unanimous agreement that a foreman or supervisor should be the first person to confront a suspected problem drinker over his poor work performance, this obvious and practical approach is a cause for concern to some union officials. Ray

When alcoholism gets an employee down, we try to help him get up.



The disease is a difficult one to control. The job has to be done with one person at a time. And it has to be done with concern.

General Motors and the United Auto Workers reached those conclusions a couple of years ago. The program that was set up to help alcoholics is localized and individualized.

The concern of GM and the UAW has shifted from whether an alcoholic should be disciplined or even fired to a concern for his future: working together to get a sick person well.

Has the program been successful?

We have some results that indicate benefits to General Motors, the UAW, and our employees. But neither General Motors nor the UAW measure the program that way. The successes come one at a time. Our joint Alcoholism Recovery Program helps people, not statistics. And you can't put a dollar value on helping a person to live a useful life.

A car is a machine that is made by people. GM cares about cars. GM cares about people too.

General Motors

Chevrolet Pontiac Oldsmobile Buick Cadillac GMC Truck

New York Times 10/2/73

Reprinted for the National Council on Alcoholism

Andrus of the community services department of the AFL-CIO warns that the close work-performance scrutiny mandatory for detecting the problem drinker on the job can be used also as a tool for management to over-supervise employees. Andrus urges unions to require that a joint union-management alcohol committee be included as a clause in the collective agreement to ensure that the alcohol rehabilitation program is administered under the terms of the contract.

A clause in the collective agreement, guaranteeing that an employee would

not be fired for alcohol abuse as long as he agrees to get help, is also recommended by George Butsika, director of education for the United Steel Workers of America. Roy W. Smith, executive director of the Montreal-based National Committee for Education on Alcoholism in an article in *Canadian Labour* recommends that joint union-management alcohol programs "have appropriate contract language" ensuring that... "if a worker accepts treatment and if such treatment involves leaving the work environment, as with any other illness, job rights will be protected..."

In an article in the *Harvard Business Review* co-authors Marion Sadler and James F. Horst note that: if a company announces a flu-shot program—or a cancer-check program, employees step forward with little or no persuasion because they understand how they might benefit. ...Alcoholism is a disease of denial and concealment—people are unwilling to confess themselves alcoholics. In consequence, the control program must be energetic...the alcoholic will not identify himself, he must be identified.

"The person who wants to help sometimes feels regarded as a moralist, kill-joy, or square..."

"The practice of management undertaking the work alone is disadvantageous to all concerned.

Companies that do it alone virtually force their unions to take the adversary position when a member is brought up on a drinking charge or when his job performance is being questioned. The union's natural reaction is to shield him and try to save his job. Thus, union and management are immediately in a conflict situation."

Job security, which authorities agree must be threatened in order to get the vast majority of problem drinkers into programs, poses a major dilemma for some union officials. William S. Dunkin, longtime union organizer, now assistant director of labour-management for the U.S. National Council on Alcohol, told the Niagara Falls seminar on occupational alcoholism that unions fear this type of job threat. But he warned that the alternative of ignoring or shielding the problem drinker is likely to result in a marked deterioration in his work performance, leaving management with no choice but to fire him.

The Toronto locals of the United Steel Workers of America, who have a joint alcohol committee clause in many of their contracts, seem to have made a breakthrough in achieving successful union-management co-operation in their Lifeline program (LG, April 1975).

Operation Lifeline is considered unique on the Canadian labour scene in that it is sponsored jointly by the Toronto locals of the Steelworkers and more than 135 companies with which the union has collective agreements. Never before in Canada has one union worked successfully with so many companies on one specific program.

Lifeline's success rate is also inspirationally high—98 people considered rehabilitated, only two classed as unwilling or unable to be rehabilitated—during the program's first years of operation. Lifeline founder, Lloyd Fell, veteran union official with the Steelworkers, the Canadian Labour Congress, and a former member of the Ontario Legislature, himself a rehabilitated alcoholic, attributes the

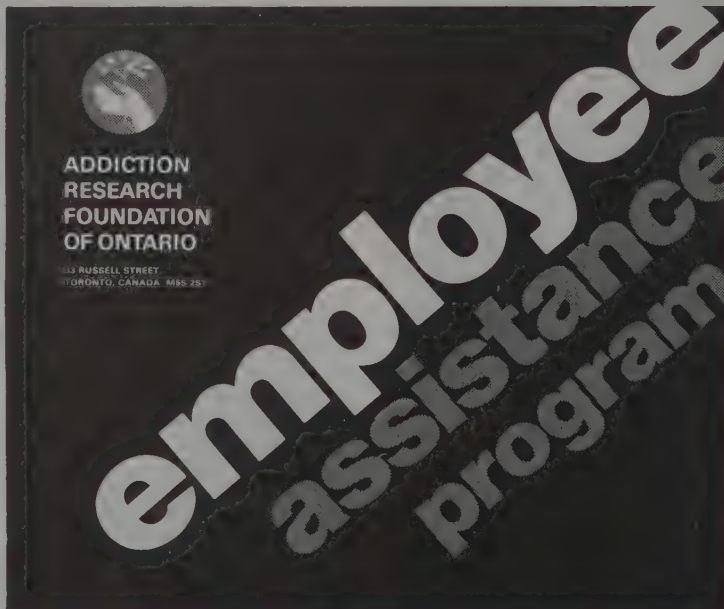
Steelworkers' success with Lifeline to the total co-operation and commitment of both labour and management.

"We do not plan to invade beer parlours with tambourines..."

Fell emphasizes the importance of the union staffman and a company officer working out a clear understanding under which rehabilitation would take place. "This should be in writing and signed by both parties. Such matters as the man's seniority, job security, medical insurance payments, and so on, should be guaranteed."

In some plants, however, a joint union-management alcohol rehabilitation project may be doomed from the outset if tensions on other issues are high.

The potential for some union-management hostility over joint alcoholism programs, however, should not detract from the potential financial



and human rewards of such programs.

Some well-documented success stories worthy of note include those mentioned in an issue of *Personnel Management*, in 1974, which reports that the U.S.-based Allis-Chalmers Manufacturing Company which has had an employee alcohol program for the past 25 years, stated several years ago that it was saving \$80,000 a day simply by reducing alcohol-related absenteeism from 8 to 3 per cent.

The dismissal rate for problem drinkers had reportedly been cut drastically to 8 per cent from 90 per cent. The same article reports that a similar study conducted by the New York Transit Authority revealed that during a five-year period, the company saved an average of \$1.5 million a year on sick-leave pay, which it attributed to its 17-year-old employee alcoholism program.

There is little reason to doubt that similar success cannot be more widespread in companies where unions are firmly entrenched. The challenge remains to unions and management to co-operate on the vital first step to rehabilitation—the detection of the problem drinker by his supervisor or fellow-worker.

As Gordon L. Hemmett, physician and medical director of the Kodak office division of Eastmak Kodak notes in an article published in *Supervisory Management*, December 1972: "The person who sincerely wants to help, sometimes feels that he is regarded

as a moralist, a kill-joy, or even a 'square' who is trying to eliminate

"Alcoholism is a disease of denial and concealment"

alcohol entirely." Many authorities agree that this type of pressure on the one who first takes it upon himself to confront a problem drinker, is the largest single obstacle to getting help for the alcohol abuser.

There also remains to be resolved a classic chicken-egg situation—which comes first, widespread alcohol detection programs in the workplace, or community resource facilities providing diagnostic and medical support for an increased number of referrals from the workplace? Although authorities agree that confronting the employee with his poor work performance is the first step toward helping him on the road to recovery, it is also agreed that an alcohol-related problem should be diagnosed and treated by using outside facilities.

In the words of Dr. Luther Cloud, physician and assistant vice-president and medical director of the New York-based Equitable Life Assurance Company; "The medical profession is just learning how to treat alcoholism as an illness. It can no longer ignore the fact that between 1 and 3 per cent of its patients have alcohol-related illnesses." He adds that "doctors don't like to treat alcoholism, because in the recent past alcoholics have had a very low recovery rate."

Cloud suggests that for the medical profession to contribute to the solution of alcohol-related problems, it must adopt the attitude that "alcoholism is treatable and beatable," and medical schools must have courses to educate physicians in the treatment of these problems.

It is already evident that Canada's medical facilities are too under-staffed and over-burdened to deal with the alcoholic patients referred to them from such conventional sources as private physicians, social workers, and the courts. As Dr. Gordon Bell, director of Toronto's Donwood Institute, points out, his facility is the only public hospital in North America solely devoted to treating and researching all aspects of alcoholism.

But while it is obvious that there is a severe shortage of community resources in the form of clinics, out-patient facilities, and hospital beds for the treatment of alcohol-related illnesses, this situation, instead of discouraging the growth of more detection programs could serve instead as a spur to increase efforts in the early detection of problem drinkers. William Dunkin of the National Council on Alcohol notes that 85 per cent of problem drinkers don't require any hospitalization or institutional care if they are detected under an early identification program.

The challenge to all segments of society to help the problem drinker is evident. Now, it is up to both management and unions to face this responsibility in their own territory—the workplace—and respond to it.

Poverty, Inflation And Purchasing Power

by Dian Cohen

"Poverty is the great social issue of our time." Thus begins the Special Senate Committee Report on Poverty, which shocked Canadians in 1971 by revealing the extent to which so many Canadians—one out of every four in 1969—live in poverty. Three years before, in 1968, the Economic Council of Canada had denounced poverty in this country as a national disgrace, which was intolerable for our society.

Over the past 20 years, successive Canadian governments have spent close to 100 billion dollars on social security programs specifically designed to more equitably redistribute the national income.

The effort and the money has apparently been spent in vain. During the 1950s and 1960s, 20 per cent of the population shared just over 6 per cent of the national income. Now, in the mid-1970s, 20 per cent of the population shares just under 6 per cent of the national income.

Since the late 1960s, the period to which both these studies refer,

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Canadian consumer prices have risen by more than 40 per cent. Unless an individual has been a shrewd investor or a hard bargainer—either of which the poor rarely are—he has lost purchasing power to inflation. How has inflation affected the poor since 1968? How successful have government programs been in alleviating the effects of inflation?

There is no official poverty line in Canada. There are basically four poverty lines, arbitrarily defined by three independent organizations:

1. Statistics Canada's original poverty line, developed in 1961, and based on 1961 knowledge of Canadian consumer spending patterns. Essentially, a family lives in poverty if it spends 70 per cent or more of its income on food, shelter and clothing.

This was the poverty line used by the Economic Council in its Fifth Annual Review, 1968.

2. Statistics Canada's revised poverty line, developed in 1973, incorporating more recent knowledge of Canadian consumer spending habits. Essentially, a family lives in poverty if it spends 62 per cent or more of its income on basic essentials. This poverty line also takes into account the fact that it generally costs more to live in large urban areas than in rural areas.

3. Senate Special Committee poverty lines, based on average Canadian family income, and adjusted for income taxes paid, as well as for changes in family size. The Senate Committee poverty line indicates that a family is poor if its income is 56 per cent (or less) of the average Canadian family income.

4. Canadian Council on Social Development poverty lines, based on average Canadian family income, adjusted for family size. A family is poor if its income is less than 50 per cent of the national average.

The Poverty Line, 1969

Family Size	Statistics Canada (Economic Council)	Senate Committee on Poverty
1	\$1,894	\$2,140
2	3,157	3,570
3	3,788	4,290
4	4,420	5,000
5	5,051	5,710
6	5,051	6,430
7	5,051	7,140

The Poverty Line, 1975

Family Size	Economic Council	Statistics Canada (revised) (pop. 500,000 or more)	Senate Committee	CCSD*
1	\$2,520	\$3,459	\$3,372	\$3,012
2	4,199	5,013	5,620	5,020
3	5,038	6,397	6,744	6,024
4	5,877	7,608	7,871	7,028
5	6,719	8,504	8,992	8,032
6	6,719	9,336	10,116	9,036
7	6,719	10,236	11,246	10,040

*Canadian Council on Social Development.

For all intents, the Statistics Canada/Economic Council's poverty line is obsolete. First, it makes no allowance for family members beyond the fifth. Second, the 70 per cent criteria for basic necessities is no longer an accurate picture of Canadian life. As the average family income in Canada has increased, the proportion spent on food, clothing and shelter has fallen. According to Statistics Canada's more recent spending surveys, the average family spends closer to 60 per cent of its income on essentials.

In Ontario and B.C., consumers are protected significantly from the effects of inflation on their incomes

The number of Canadians living in poverty depends on which poverty line you choose as the base point of measurement. The Canadian Council on Social Development recently calculated the extent of poverty based on the four poverty lines that exist.

- On the basis of the original Statistics Canada/Economic Council poverty line, the proportion of Canadians living in poverty has fallen from 23.5 per cent in 1967 to 17.2 per cent in 1973.

- On the basis of the revised Statistics Canada poverty line, 21 per cent of all Canadians were poor in 1973.

- On the basis of both the Senate Committee poverty line, and the Canadian Council on Social Development poverty line, the

percentage rate of poverty has remained unchanged since 1967 (23 per cent according to the Senate estimate; 27 per cent according to the CCSD).

David Ross, author of the *Fact Book on Poverty*, says: "These results can be interpreted quite simply. In terms of basic food, shelter and clothing requirements as determined by 1961 real living standards, the plight of low-income Canadians has improved; that is, fewer and fewer Canadians are going without the basics. However, in terms of possessing an adequate quantity of goods and services in relation to what the average Canadian possesses, the plight of low-income Canadians has not improved; the real position of the poor has not increased relative to that of the average Canadian."

The most startling trend in the poverty picture is this: In 1967, 15 per cent of all low-income families were headed by women. In 1973, this number had risen to 29 per cent. According to the CCSD *Fact Book on Poverty*, a male head of family has a 9 per cent chance of being poor, while a female head of family has a 40 per cent chance.

Although it is commonly believed that most poor people live in the Atlantic provinces, statistics show otherwise. Half of all low-income families in 1973 lived either in Ontario or the Prairie provinces, and in fact the proportion of poor people living in the Atlantic provinces has fallen by 4 per cent since 1961. (The proportion of poor in the Prairie provinces has risen by 5 per cent since 1961.)

It is also widely believed that the poor don't work. But even in 1961, two thirds of the low-income population were in the labour force, and most of them worked 52 weeks a year. In 1973, the proportion of poor in the work force had dropped to 49 per cent. This would suggest that the working poor have been more

successful in escaping poverty than the welfare poor. It would also suggest that low wages have increased faster than government transfer payments that sustain the non-working poor.

It would be healthier for the economy in general if we accepted a partial loss of our purchasing power

Amongst single people, not living in families, the elderly woman is most vulnerable to being poor. Almost two thirds of all low-income unattached individuals are female.

Not to minimize the plight of elderly women, it is interesting to note that while more than two thirds of women over 65 had incomes of less than \$5,000, so also did women under 25. As David Ross notes, "From an income standpoint, to be elderly and female is the worst of all, but to be young and female is only fractionally better."

Even these updated figures on poverty are not up-to-date. For the most part,

comparable statistics are available only up to the end of 1972. But since then, the federal and many provincial governments have taken steps to cushion some of the jolts inflation has inflicted on family incomes and budgets. Personal income taxes, as well as family allowances, unemployment insurance, and the Canada Pension Plan have been indexed to the cost of living. Since indexing is done on a proportional basis, it prevents the redistribution of income from taking place. Under the progressive income tax system, the more you make, the greater the percentage of it you pay in taxes—up to a specified level. In this way, income is redistributed from higher to lower income groups. But indexing prevents some of this progressivity from being built into the system by giving, for example, the same indexed family allowance to every family with children under 16, regardless of income. Several provinces have devised tax credit systems that reintroduce the progressive concept by giving substantially higher tax credits to low- and middle-income groups than to upper-income groups.

Have these measures had the effect of protecting Canadians'—and

especially low-income Canadians'—purchasing power?

The answer seems to be that in Ontario and British Columbia—the two provinces with the lowest personal income tax rates in Canada and with a variety of tax credit schemes—consumers are protected significantly from the effects of inflation on their incomes.

The key factor seems to be the low overall income tax rates. In general, the best that can be said of the various income indexing schemes is that they have kept the erosion of income from being worse than it is. Manitoba's tax credit schemes however, offer good protection to low-income people.

Based on tax rates applicable in British Columbia and Ontario, *The Financial Post* recently calculated that low-income earners have needed wage increases lower than the cost of living in order to maintain the same purchasing power they had last year.

For example, a married man with two children earning \$6,600 a year in 1970, would need an income of \$8,873 in 1975 to have the same after-tax purchasing power. This represents a wage increase of 34.4 per cent. Since 1970, the consumer price index has increased 41.6 per cent. Thus, income tax indexing, the tax cuts and indexed family allowances have helped maintain a low-income level of purchasing power on a less-than-the-cost-of-living-wage hike. The Ontario government plans to return to Ontario households some \$400 million in tax credits, most of it to income earners in the \$10,000 a year and under category.

This protection is not extended to upper income groups, even in Ontario and British Columbia. A \$50,000-a-year-man in 1970 needs an income in 1975 of \$72,114, up 44.2 per cent, to stay even. This is an increase of 2.6 per cent more than the cost of living over the past five years.



"Well, the government hasn't been able to abolish poverty, but it's sure doing a good job of spreading it around."

Other provinces also have some form of tax credit schemes. Manitoba, for example, returns a minimum of \$150 to every household, and more to low-income people. The province also has a special inflation credit for low-income groups.

Half of all low-income families in 1973 lived either in Ontario or the Prairie Provinces

For Canada generally, the numbers suggest that real disposable income per person has been falling since last summer. Real disposable income includes income derived from wages; salaries; transfer payments, such as pensions; supplementary payments, such as unemployment insurance; military pay and allowances; and the

income of self-employed people. This was the measure that Finance Minister John Turner used last year to demonstrate that even though wage and salary increases had been eroded by inflation, tax cuts and increased transfer payments had increased the real disposable income of Canadians. While Turner's statement may have been accurate when he made it, a glance at Chart 1 suggests that it no longer is.

While some Canadians are completely protected from the eroding effects of inflation on their income, others are not. It is not particularly pleasant to be one of the losers in terms of standards of living, but there is at least one reason to suggest that it would be healthier for the economy in general if we accepted once and for all a partial loss of our purchasing power.

There are two basic aspects to the

current inflation. One is a fairly standard cost-push inflation, for which it is legitimate for people to expect purchasing power compensation. The other part of today's inflation arises because of a basic "structural" change in the price of food and fuel. In other words, the cost of these goods has increased relative to the cost of all other goods and services. There is little likelihood their costs will decrease relative to the cost of other goods and services. Thus, trying to recoup for structural price changes means simply that everyone will try to pass on his own higher costs, and the price increases will continue indefinitely through the economy that is not perpetuated.

However true this last statement may be, it is not meant to suggest that the income tax and income transfer system in Canada ensures equity in terms of who loses most in purchasing power. It does not. The numbers used in this review and in all studies of poverty in Canada severely understate the numbers of poor people and the degree to which they do not share in the wealth of this country.

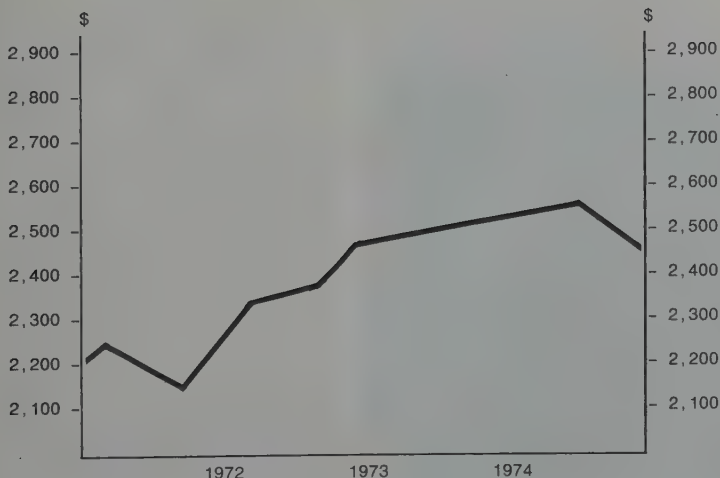
Native people living on reserves or in the Northwest Territories or the Yukon are omitted from Statistics Canada surveys on low-income and poverty.

Almost two thirds of all low-income unattached individuals are female

They are therefore omitted from the Economic Council and Senate Committee reports on poverty. It is no secret that Canada's native population suffers extreme income deprivation, and this should be kept in mind when reading almost anything about poverty in Canada.

Chart 1

Personal Disposable
Income per person
(quarterly, 1972-74, seasonally adjusted)



Source: *HR1 Observations*, C.D. Howe Research Institute, Montreal, March, 1975, p. 9a

The Cliche Report: First Step in a "Big House Cleaning"?

by Brian Johnson

"And now we hope that everyone will start from scratch: that we will forget the quarrels and rivalries of the past. A new leaf should be turned once and for all. The page that's opening before us today is beautiful because it is blank ... For certain people the future is dark. But ... 'the darkest hour is just before dawn'."

With these lines of folksy philosophy, Judge Robert Cliche, chairman of Quebec's Royal Commission of Inquiry into Union Freedom, presented his final report to Premier Robert Bourassa, May 2. It was 364 days after Cliche and his fellow commissioners, Brian Mulroney and Guy Chevette, had been sworn in by the Premier and sent off on one of the most ambitious cleansing missions in the province's history.

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The commissioners' central task was to expose the violence and corruption in the construction industry, and more specifically to perform a public lobotomy on the small-time mafia festering in and around certain construction unions affiliated with the Quebec Federation of Labour (QFL). During the six months of public hearings, 275 witnesses, from petty gangsters to cabinet ministers, paraded before the inquiry, and their testimony provided an incessant flow

of scandal spilling onto newspaper front pages day after day.

As Cliche closed the hearings, he said the inquiry had proven, "that the (construction) industry is rife with physical and moral violence, threats, blackmail, provocation, intimidation, extortion, discrimination, sabotage, influence-peddling, electoral complicity and complacency, bribery, deals and breaches of conscience in all their forms."

Of course, 'exposing dirt is one thing, but getting out the stains is another. The all-purpose bleaching formula is provided in 134 recommendations concluding the commission's 603-page report to Premier Bourassa. They call for a radical overhaul of the system of labour relations in the construction

industry, an overhaul that some enthusiastic observers have said amounts to a social revolution. That's saying a bit much, especially considering the report's basic thrust is to guarantee the province's \$4 billion construction business a stable climate of productivity reinforcing the apparatus of the Quebec state.

The Cliche proposals fall into three general categories:

1. More rigorous state controls over union activities and structures.
2. A massive centralization of the construction industry under the aegis of the provincial government, which would create a set of powerful agencies to administer and police the industry.
3. A series of reforms to discipline contractors' behaviour and improve the lot of the construction worker (guaranteed annual income, job security, safety, and so on.)

The Cliche report didn't prioritize its recommendations. It didn't say, "Well, if we knock the stuffing out of the construction unions, then we tell the contractors to straighten their ties, then, if we've got some time left over, we'll reorganize the industry into something that won't collapse every time we've got our backs turned." No, Cliche saw his report as a *solution globale*, a total package that would produce labour peace if applied by men of a firm moral fibre.

A few days after the report landed in Premier Bourassa's lap, he extracted the most contentious recommendations and turned them into legislation: a law clamping government trusteeship over certain locals of four construction unions affiliated with the QFL, a law barring persons with serious criminal records from holding union office, and a measure to make all illegal strikes crimes in which the accused is guilty until proven innocent.

As he prepared the legislation, Bourassa said he might have to

Cliche saw his report as a solution globale, a total package that would produce labour peace if applied by men of firm moral fibre

declare war on unions to enforce it. He agreed the measures were severe but argued they were essential to keep the social order intact.

The Cliche report was denounced by Quebec's three main labour centrals, including the Confederation of National Trade Unions (CNTU), which came as a shock because throughout the hearings the CNTU had supported the commission, which was formed after two years of CNTU pleading that the government investigate and fumigate the rival QFL. But with the publication of the report, the CNTU felt things were going too far, that union freedom was now menaced by a commission supposedly dedicated to it. The CNTU's denunciations didn't go much beyond statements of principle, however, and the QFL found itself isolated on the battlefield.

Construction sites were paralyzed for several weeks by protest strikes, and in the media, QFL President Louis Laberge emerged as a gang-leader of goons holding the '76 Olympics up to ransom. The QFL tried desperately to broaden the struggle into one that would elicit mass sympathy from the labour movement as a whole, into something untainted by the Cliche stigma. It pretended to ignore construction and shifted the terrain to the strike at Pratt and Whitney (formerly United Aircraft), then in its 17th month. An occupation of the Pratt and Whitney plant on May 12 had resulted in the arrests of 42 strikers. Here was the most Christian of lost causes—the Lapalme boys of '75—and the QFL called a general strike for May 21 to rally support. But the manoeuvre was transparent. The "general" strike fizzled, with estimates varying from 50,000 to 150,000 participants. It had negligible impact—economic or political—not just because of the slim turnout, but because the real politics seemed to be going on behind the scenes. On the eve of the strike, the government agreed with the QFL's demand that Pratt and Whitney rehire all 1,000 strikers, a gesture that coincided all-too-nicely with the QFL's decision to demobilize the construction



Commissioners Mulroney, Cliche, Chevrete

strike and acquiesce in the trusteeship law, going so far as to suggest names for trustees. This left the CNTU in the lurch; it found itself saddled with a harder line against the trusteeship than the targets of the trusteeship themselves.

The labour movement was in disarray. What took place was not a real confrontation, however, but a propaganda war. For several weeks Quebec was "hysterically pregnant" with social crisis; all police were on special alert against union violence; there could be deaths, warned Justice Minister Choquette. Miraculously social peace was restored, and the government could claim that all this goes to prove union leaders don't have rank-and-file support.

The Cliche report talks about the gulf between corrupt union leaders and the rank and file in construction unions. But that gulf existed because these leaders were wining and dining with management and selling labour peace at a high price, not because they were more "radical" than their members. Yet, Bourassa, and even one of the commissioners, Brian Mulroney, now say the Cliche inquiry proves that in trying to politicize their movement, the labour leadership has lost the members' confidence.

Something political is surely going on here, and it's impossible to discuss the Cliche report without diving headlong into politics. It's a political report prepared by political men: Cliche, Quebec's assistant chief justice, was once head of the Quebec NDP; Chevette, an official of the Centrale de l'enseignement du Quebec (teachers' union), is a leading figure in the Parti Quebecois; and Mulroney is a prominent Conservative. Also, the dual subject matter of the Cliche inquiry—the construction industry and the labour movement—form the busiest intersection in Quebec politics.

The construction industry, which employs about 100,000 men, is the

second largest sector of the province's labour force. Warped by the super-project and the fast-buck, it's an industry with a high rate of manpower turnover, a bare minimum of job security, a heavy accident toll, and a tradition of barbaric labour relations and bloody inter-union raiding—an industry that is called a "jungle" by all concerned. It's also an industry with a high degree of public investment, so much so that at times the province's entire political vision seems to be dissolved in projects such as Expo, the Olympics and James Bay. Consequently, it's an industry that is very susceptible to patronage and favoritism, "white crimes" that have become legendary in the Quebec building trades since the days of Duplessis.

The building trades are undoubtedly the Achilles heel of the Quebec labour movement. The high turnover and dispersion of the work force makes it difficult to generate any kind of democratic union activity on an ongoing basis. The result has been the creation of a union bureaucracy with a high degree of autonomy. Over the past decade the 22 international unions tied to the QFL's building trade council established monopolies on major work sites, monopolies they defended with chains, crowbars and baseball bats against rivals from the Confederation of National Trade

The building trades are undoubtedly the Achilles heel of the Quebec labour movement

Unions (CNTU), who remain a minority force in the industry.

By erecting a complex maze of negotiating structures peculiar to the building trades, the Quebec government has succeeded in playing on the bitter inter-union jealousies in

that sector to weaken labour's common front ventures in other sectors, notably the public sector, the province's largest. In fact, the construction industry and the public service form two opposite extremes of the province's labour movement. The former is a rat's nest of corporatism and in-fighting, whereas the latter is the best organized flank of the Quebec work force with a tradition of solidarity and militant mass struggle. If the 1972 common front strike was the determinant factor in Quebec politics during the 1971-73 period, construction industry chaos and the Cliche extravaganza have set the tone for the 1974-75 period. The Cliche inquiry was the state's response to a grave crisis in the building trades, one that had been simmering for a while. To understand it, we have to step back a few years.

In 1968, the province adopted Bill 290, which laid the groundwork for a special system of labour relations in the industry. The law provided for province-wide negotiations with the CNTU and QFL, removing negotiation powers from individual international unions and greatly fortifying André Desjardins' building trades council (QFL) to which they are affiliated. The bill also recognized the QFL's hiring halls, which became the key to its hegemony in the industry. In an effort to squeeze out the CNTU entirely and win a 100-per-cent monopoly on building sites, Desjardins, backed by the QFL, courted the contractors and the government for favors; and these two parties generally complied in the hope of buying labour peace.

On several major sites, such as Quebec Cartier Mining's Mount Wright iron ore project near the Labrador border, management made it clear to QFL shop stewards that they could enjoy special privileges if they kept their mouths shut: luxury lodgings in trailers reserved for supervisory personnel, paid vacations in Montreal, freedom to work when they pleased. Testimony at the Cliche Commission

revealed some stewards were earning more than \$35,000 a year thanks to management kickbacks, and Robert Meloche, former business agent of Local 791 of the International Union of Operating Engineers, confessed to the inquiry that he accepted over \$7,000 in bribes from Bott Construction.

The overall picture, then, is the rapid spawning of a classically deformed labour bureaucracy, enriched by special powers and privileges dealt out with the card-shark vulgarity so characteristic of this rough-and-tumble industry booming on the Quebec frontier. André Desjardins himself, with his Cadillac and his diamonds, is a living caricature of the *roi nègre*, the working man who has made it into the "other" world, appropriating its privileges while scoffing at its manners. And this is an important point: although Desjardins' gang acted as a second-level management in the industry,—controlling the flow of manpower and the discipline of the troops—it was—never *integrated* into the process of capitalist production the way, say, broad sectors of the American labour aristocracy have been integrated. It was obvious Desjardins felt a certain thrill in bartering the fate of 100,000 construction workers in secret talks with high government and management officials, but he retained the image of an outlaw nonetheless, and when he didn't get his way the spectre of all-out war in the industry would be on the horizon. Although his gang was a privileged cast with little respect for union democracy, it had organic roots in the working class and commanded strong rank-and-file loyalty. In fact, precisely because it was such a literal reflection of the construction *milieu*, it attracted into its ranks some of the "natural" social leadership clustered there— the parasitical clans of loan-sharks, racketeers and thugs. This is what the Cliche inquiry called the infiltration of organized crime into organized labour, a phenomenon not limited to Quebec.

A disturbing question that welled up throughout the Cliche hearings was why Labour Minister Cournoyer not only tolerated the gangsterish types from the QFL when they came knocking on his door, but actually granted them favours, especially a certain legislative bouquet called Bill 9, which effectively removed the CNTU's veto in construction bargaining while continuing to recognize all three labour centrals—the QFL, the CNTU and the fledgling CSD—as negotiating voices in the industry. By virtue of Bill 9, a collective agreement signed solely

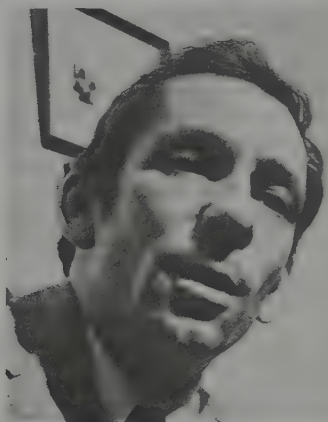
Under the Cliche ideology, crises would be averted...by the structural integration of the labour movement into the state

between the QFL and the management associations became the provincial decree that would set wages and working conditions for all construction workers. Cournoyer proudly announced that this was the first collective agreement signed in the industry since the province-wide bargaining system was installed with Bill 290 in 1968. But the CNTU was furious, branding the minister an accomplice to the QFL's ambition to eradicate all union rivals.

Cournoyer's motivations were not necessarily sinister. They correspond to his rule of thumb in labour relations: collaborate with the organizations that have the muscle to mobilize the working class, and, even if their leaders are one-legged gypsies with tattooed palms, *make friends*. Since Desjardins' gang controlled 70 per cent of the construction work force, including most of the skilled trades, and since its imagination at the bargaining table was limited to bread-and-butter issues, there was little choice in the minister's mind about who his friends were.

Cournoyer was drafted into the Bourassa cabinet in 1970 to replace assassinated Labour Minister Pierre Laporte, largely because of his experience and contacts in the troubled building industry. In Expo 67 labour negotiations, he had succeeded in securing a no-strike pact for the erection of the fair. As soon as he slipped into Laporte's shoes, his first task was to bypass a bargaining stalemate in the construction industry and ram through a decree to set wages and working conditions. Since then he has never stopped saying, as he did to the Cliche Commission, that he has often felt more like a construction minister than a labour minister.

Cournoyer's testimony before the inquiry in March served as a spectacular climax to an extremely theatrical series of hearings. Never was Cliche's overpowering role as a moral inquisitor more awesome than on that day in the old courthouse in Quebec City when the labour minister stood below him in the witness box.



Cournoyer

The session was no ordinary cross-examination, but a day-long political debate between Cliche and Cournoyer, two of the finest orators in the land. Cliche submitted the minister to a gruelling and often sarcastic interrogation about his ultimate responsibility for the whole mess that

the commission had been busy exposing since September. Why did he let André Desjardins pack an election rally for him in 1973? How did he allow a nest of QFL-linked patronage to develop in the Construction Industry Commission? How could he tolerate the lawlessness of his QFL collaborators? The minister's reply was basically that he didn't choose the union leaders he had to deal with, that he knew they were naughty, but never dreamed they were as naughty as they turned out to be.

Cournoyer, of course, is not naive, and as he told Cliche, "I've been going to school with these boys for 13 years." He knew he wasn't dealing with angels, and it has been common knowledge for years in Quebec that the QFL construction unions have attracted a certain riff-raff. While the QFL and Cournoyer were collaborating, the CNTU was courting the favours of Justice Minister Jerome Choquette, pleading for his police, his injunctions and his voice to curb the QFL menace. For several years Choquette who (thanks to the police) probably had an even better idea than Cournoyer that something fishy was going on, ignored the CNTU. Then, all of a sudden, Choquette listened to the CNTU. Hence Bourassa's magic wand waving into existence this Frankenstein prodigy of the state—the Cliche Commission.

Why did the government finally decide to move? It had no choice.

The powder keg that brought the whole cut-and-paste mansion of class collaboration crashing down was a bit of hard driving in a bulldozer by Yvon Duhamel, handiwork for which he is now serving a 10-year prison term. Duhamel's initiative in burning barracks and bulldozing down generators at James Bay should probably earn its colours in the history books as a pint-size "Quebec crisis," not as wrenching as the FLQ affair or the common front strike, but

nonetheless a crisis; not because of the \$35 million damages claimed by management, but because it detonated a major internal rupture in the province. It meant Cournoyer's "system" of labour relations in the building trades had to go.

Never was Cliche's overpowering role as a moral inquisitor more awesome than on that day...when the labour minister stood below him in the witness box

Duhamel's Rampage (thus has it become known in the English-language media) appeared to be a spontaneous and isolated act. And it was. On the one hand it was linked to no significant rank-and-file mobilization, and on the other it certainly wasn't the kind of thing the QFL bureaucracy would have organized. (Ironically the night Duhamel, a shop steward for Local 791, was wreaking havoc at James Bay, most of the QFL leadership was wining and dining at the opening bash of the Quebec Hilton, party of the year in the provincial capital.)

The rampage didn't come out of the blue. Partly in an effort to scare the state into granting the QFL an exclusive construction franchise, Desjardins' unions were flexing their muscles at the time. Also, labour-management relations were rapidly deteriorating in the industry, especially in the remote regions, where concentration-camp conditions often made building sites extremely flammable. Duhamel flew off the handle during a general escalation of war in the industry—but he carried the strategy further than anyone dared imagine, knocking the entire chessboard off the table. With the James Bay sabotage, the lid was blown off labour relations in the

construction industry, and the government had to act. Desjardins' gang, trying to show they were unionists rather than gangsters, sought camouflage in the class struggle and jumped full-force into a general cost-of-living offensive launched by the three labour centrals.

As the Cliche Commission moved in for the kill last fall, the industry was still in chaos, with many sites paralyzed by strikes. Just before Christmas, to end a strike by iron workers that had stalled the Olympic site, Cournoyer won approval for Bill 201, which gave him the arbitrary power to change the construction decree that he had hailed the year before as the fruit of a freely negotiated collective agreement. Without the cover provided by the Cliche Commission, he may have had trouble getting away with that sort of thing.

Even before the Cliche report came down, certain sectors of the labour movement began to attack the commission on a number of counts:

- the sensational publicity generated by the hearings slurred the labour movement as a whole;
- the inquiry's fire was concentrated on the unions, the most visible element in the "web of corruption," whereas management—those handing out the bribes—escaped practically unscathed;
- state interference in the labour movement is a dangerous precedent, and militant democratic unions will be created only when the workers perform the house-cleaning themselves.

There's no doubt the Cliche Commission was a strange and complex creature, responsible for a carnival of contradictory political effects. On the one hand it was a police inquiry, with hundreds of feet of wiretap tapes and years of

investigation providing the input; on the other, it was a smooth ideological operation, backed by a research staff drawn from universities and industrial relations schools. The commissioners themselves were an oppositional group appointed to heal a crisis in the construction industry, but they ended up tripping off a crisis in the state itself and eroding Premier Bourassa's credibility.

Along with the province's organized crime probe, the Cliche Commission served as a clearing house for a myriad of scandals touching the Quebec Liberal Party. The most sensational was the "Joyal affair," the story of an alleged \$2,000 bribe that pushed a minor civil servant into a post on the Minimum Wage Board back in 1970. The Cliche hearings ended with the general public still in suspense: if the police and the justice minister knew about the bribe through wiretaps back in 1970, why didn't they take action? Justice Minister Choquette testified that he forgot about it in the excitement of the October kidnapping crisis, and Bourassa, contradicting Choquette, said he was never informed.

By the end of the Cliche hearings, there was a definite scent of Watergate in the air. It's quite an escalation to go from fingering loan-sharks and brass-knuckled thugs in the labour bureaucracy to dressing down cabinet ministers and questioning the integrity of an entire government. Realizing the limitations

of his mandate, Cliche stopped short of calling in Bourassa himself to testify and instead called for a "broader and more elaborate inquiry into the ensemble of ills confronting the public morality of Quebec society in our time."

Bourassa said the Cliche report was the ultimate proof that his government was free from corruption, although the report clearly criticized his administration. For example, in noting that the QFL construction unions had moulded their non-elected shop stewards into a private army, the report adds, "it's inconceivable that the provincial government was not aware of such a well-structured and notorious system of terrorism." The report also attacks Bourassa's former special advisor, Paul Desrochers, for trying to negotiate a 10-year no-strike pact with the QFL at James Bay in return for a union monopoly at the site. In doling out jobs, the government practised favoritism, the report adds, calling for the firing of the head of the province's public service commission. Cournoyer is criticized for sitting back "passively" and watching the violence and corruption, but the report says his fate should be left up to the electorate. In the aftermath of the commission, Cournoyer and Choquette publicly tried to stick each other with the blame for the government's passivity, reaffirming one of the report's observations—that a wide rift exists between their two departments, as if each were a state unto itself.

Choquette greeted the Cliche report with enthusiasm, but Cournoyer appeared cynical. Fighting off calls for his resignation, the labour minister shouldered the job of drafting post-Cliche legislation but questioned the practicality of much of the report. "If I introduced the whole thing at once, I'd have a revolution on my hands," he said.

One of the most quoted passages from the Cliche report is this: "When you're about to do a big house-cleaning, you need solid persons to handle the broom." Well, the battle of the broom is under way.

Some stewards at James Bay were earning more than \$35,000 a year, thanks to management kickbacks

The Cliche report suggests a long-term approach by which crisis-hopping would give way to social planning. Under the Cliche ideology, crises would be averted neither by a pretty concession nor by a sharp bang on the head, but by the *structural* integration of the labour movement into the state. All requiring a reinforced state apparatus gleaming with efficiency and impartiality. And an army of technocrats with conscience.

Robert Cliche may yet have trouble finding that clean blank page.

Cliche Report's Main Recommendations

Union activities and structures

- All construction unions should be incorporated and forced to show their books on a regular basis to the province's department of financial institutions.
- Union rules must be subordinated to federal and provincial law.

- Votes to call a strike or accept a contract should be carried out by secret ballot.

- No one convicted of a serious criminal offense should ever hold union office. Persons convicted of lesser crimes should not hold union office for a period of five years

following completion of their sentences.

- Shop stewards should work as employees and devote no more than three hours of their working day to union activities. (In the past contractors have often paid shop stewards full salaries for doing nothing.)

- Four locals of construction unions affiliated with the QFL should be put under provincial government trusteeship for a period of three years: the electricians (local 1677), the plumbers (local 144), the union of operating engineers (local 791) and the elevator constructors (local 89). The trustees would have the power to change union rules, and to hire and fire union organizers. During the trusteeship, the powers of the local executives would be suspended.

- Any agreement to respect a "union label" on construction materials should be illegal.

- Union officials or workers accused of organizing illegal work stoppages or slowdowns should be considered guilty until proven innocent.

State Centralization of the industry

- The province's Construction Industry Commission, a parity labour-management body, should be replaced by a Construction Board, composed of three members named for a period of 10 years. The president would be a provincial court judge. The Board would control its own financing and administration, subject to provincial scrutiny. Its functions would be to:

- maintain a placement service for construction workers;
- set up and maintain a system of guaranteed annual income and job security;
- police the system of social security and vacation pay;
- maintain the arbitration system.

- The creation of a Parity Construction Committee requiring a double majority of management and labour representatives to make decisions. The committee would advise the Board and have decision-

making power over questions relating to the social security funds administered by the Board.

- A Construction Tribunal should be created as a division of the province's Labour Tribunal to handle penal complaints arising out of the industry.

- A liaison committee should be created to co-ordinate the work of the justice and labour departments in policing the industry.

- The seven associations now representing contractors should be condensed into a single association for the purpose of negotiations.

- Union plurality should continue to exist. Workers would be allowed to change their union affiliation during a special 30-day recruitment period, in which the competing labour centrals would rely on information campaigns to recruit workers. No recruitment on the job site would be allowed. At the end of the campaign, workers would choose their union by secret ballot at the Construction Board, which would register the votes by computer. (Traditionally in Quebec, union raiding has provided a bloody forum for inter-union rivalry).

- Any union with more than 5 per cent of the province's construction workers would be able to participate in negotiations; but a collective agreement should not be signed without the consent of unions comprising three quarters of the work force. (Given the present situation, this rule would force the QFL and CNTU to reach a common position. In the past they have negotiated separately.)

- All management and union placement centres should be abolished, and all hiring handled by the Construction Bureau.

- The government should develop a

long-term manpower policy linked to more rigorous planning of construction projects in Quebec.

Social reforms to improve working conditions

- Contractors should build safety provisions into their plans, and develop safety programs for their workers.

- Any job site with more than 125 men should have a full-time qualified safety officer, two officers for a site with more than 150 workers. The officers would be trained by the Construction Board.

- Safety inspectors should play an accident prevention role. They should have the power to shut down a job site without legal recourse.

- The Workmen's Compensation Board should name a commissioner to investigate construction accidents; in the case of fatal accidents, he would have the power of a coroner.

- Contractors at remote work sites should take special measures to improve leisure, sports and communications facilities.

- Work permits would be abolished, and every construction worker would have his qualifications on record with the Construction Bureau's computer.

- Jobs would be distributed according to seniority, length of time unemployed, qualifications, and region.

- A guaranteed annual income should be negotiated for construction workers.

- The Construction Bureau would chase down employers guilty of fraud, or employers cheating workers of salaries by slipping in and out of bankruptcy.

Coping with the Pension Crisis

by John Seltzer

No wonder corporate management is concerned about its current and potential obligations with respect to pension plans.

Pension plans are the longest-term commitment that most companies enter into. The capital value of an individual's pension plan is usually the largest asset he acquires in the whole of his lifetime.

Substantial increases in pension benefits have been negotiated in the past few years in major industries, but the value of both equity and fixed income investment of pension funds has declined. Now, inflation is making a substantial and unexpected impact on pension commitments. The problems are real; and they are important.

The recent rapid increase in the cost of living creates demands for pension increases high enough to maintain purchasing power after retirement.

John Seltzer is president of GBB Associates, Actuaries and Benefit Plan Consultants, Toronto. This article is an LG digest of an address he gave to the Toronto chapter of the Institute of Chartered Secretaries and Administrators in Canada.

But, the cost is staggering. If a person's pension increases only 0.5 per cent for each 1 per cent rise in the Consumer Price Index, at present rates of inflation the amount of an average pension would double well before the end of the pensioner's normal life expectancy.

As would be expected, the first major industry to gear its pensions to the Consumer Price Index was government. Government protection against the effects of inflation on its plans certainly put pressure on negotiated settlements to provide the same thing, although limited to the life of the collective bargaining contract. These settlements will become trend-

setters for the non-unionized employees, too. So will the settlements that gave significantly larger pensions at earlier retirement ages. More is yet to come.

So we cannot ignore the Canadian Labour Congress when it presses for a Canadian Pension Plan that by 1996 would give a pension of 75 per cent of wages at age 60—fully protected thereafter against purchasing power loss.

Dire predictions of the cost are already being made—and rightly so. But less attention is given to answering the reasons for the CLC's proposals. The congress says that some plan benefits are too low, that some companies go out of business leaving underfunded plans, that some plans are terminated with reductions in the covered worker's pension expectations, and that a large part of the work force isn't covered by the private-pension system.

Well, that work force includes the unemployed, the self-employed, and temporary and casual employees whose Canada Pension Plan and Old Age Security benefits are already a significant proportion of their admittedly low pay. It includes employees who will become members of company pension plans after an eligibility period, and those who elected not to join a company plan. It excludes from consideration those who prefer to practice virtues of private thrift through Registered Retirement Savings Plans and other means of saving for retirement.

We have little data on the relationship between benefit losses and plan termination beyond the evidence of a few widely publicized cases. We should define the problem a great deal more precisely before we agree to a massive takeover of the private pension system by the Government.

With the unbeatable accuracy of hindsight it should now be clear to many corporate financial officers responsible for choosing pension fund investment managers that the ability to protect the portfolio from down markets—from "giving it all back"—is one of the most important determinants of "above average performance." As one plan sponsor says: "It doesn't make me feel better to have lost less than others or to be told that my fund did *relatively* well but *absolutely* terrible". Attempts to preserve the purchasing power of the capital have often succeeded only in jeopardizing the preservation of the capital itself.

More attention must be paid to absolute performance rather than relative performance. Pension funds should invest more like life insurance funds. The primary object being to meet actuarial requirements at all times.

But don't blame it all on the money manager! The investment return has become the one place to which the

whole buck has been passed. How many times have increased benefits been bought by mortgaging the future through a capitalization of future earnings of the pension fund? How many times has unrealized capital appreciation in the pension fund been applied against new pension obligations as if it were already money in the bank?

Two lessons can be learned from the drop in current market values of pension funds, and its effect on the company contribution of many plans:

- Don't base current pension contribution calculations on an unmodified current market value of assets. Pension costs will vary unacceptably from year to year.
- Don't base current pension contribution calculations on short interval rates of return on a fund's assets. These short-term fluctuations have no meaningful significance as an interpretation or prediction of the long term performance of the pension fund.

It may be a gloomy picture, but the Canadian private pension system is a magnificent achievement. Over five million working Canadians are covered by over 5,000 separate plans with assets of over 20 billion dollars growing at over 2 billion dollars a year. Pension funds are not only a significant portion of gross personal savings but are one of the key sources for investment capital. A source our economy badly needs in this time of capital shortage.

Much of the anxiety over the present solvency of pension funds arises from well publicized problems in the United States. Canadian plans have been much more closely regulated by provincial and federal authorities. We have tended to invest substantially less pension fund money in equities. The Canadian stock market has also performed relatively much better, too.

There is no *immediate* problem, since

interest and divided income from pension funds in the aggregate continue to cover current pension payments.

Expectations for pensions equal to the standard of living of the worker at retirement, the protection of pensions from erosion by inflation, and lower retirement ages without reductions in benefit, are all tributes to the *success* of the Canadian private pension system.

The actual beneficiary is left with little information concerning the disposition of the funds in which he or she has a vital interest

Inflation now poses one of the most serious problems facing pension plans.

From an employee's point of view, the ideal plan is a final average-earnings plan in which benefits automatically increase during retirement to offset rises in costs and standards of living. From the employer's point of view, the trend to this type of plan was an effort to design a plan that worked automatically on into the future, leaving him to get on with the business of making widgets or whatever. In an extended period of relatively high inflation, however, too many companies just cannot afford this ideal.

What do you then do as a corporate officer?

If you have a company pension plan, you start with what you have. You should then steer in the direction of a pension based on the employee's pay over his working lifetime with you, not on his earnings in the years immediately before retirement. You

then update his accruing pension benefits to a more current pay level as you can afford it. You would also give ad hoc increases to retired people as you can afford it. You would not thereby take on an unknown and unknowable liability.

You should also stress to your workers the total retirement income objectives that your plans are intended to meet—in combination with benefits payable from the Canada and Quebec Pension Plans, and Old Age Security.

What should matter, from the viewpoint of the pensioner who has to live on it, is the *total* retirement income from the government sponsored and private plans combined.

You would steer away from an automatic index-linked pension. Why not allow the employee to choose a reduced pension that escalates or allow him to contribute additionally to provide escalation on top of the unreduced benefit?

Perhaps, to the layman, the most unknown element in pension plans is how the pension expense—the company contribution—is calculated. The calculations are made by a

professional, the actuary, who has been allowed to exist virtually unnoticed for decades. Now he is exposed to a spotlight of great intensity. There is a great need for actuaries to explain their activities to others in a language that is easily understood.

Current pension problems demonstrate the lack of understanding that surrounds pension plans

More than anything else, the current pension problems demonstrate the lack of understanding that surrounds pension plans, particularly among the participants themselves. The pension expectations of workers cannot be moderated while they have no idea at all where the money they pay into the pension fund each payday goes, no idea how much the employer puts into the fund and why, and only the vaguest notion of their possible income level at retirement.

Pension plan provisions have often become so complicated that it becomes a feat for the employee just to remember the various options provided.

Many plans need to be simplified. The worker should be told his specific dollar benefits in the event he quits or is fired or laid off, dies, becomes disabled, or retires. Also what he will get if the plan is terminated.

The financial information given to potential beneficiaries of a pension fund nowhere matches that in the accounts of a normal public company given to its shareholders. I have never heard of any pooled pension fund portfolio of the insurance and trust companies being analyzed by financial journalists and other independent interested parties who could appraise the performance of the pension fund. And here I am not talking about the horse-race of investment performance measurement but a meaningful study of the past and potential results of the portfolios themselves.

The accounting of the pension fund is typically made to the employer, or in some instances to a joint board of trustees. The actual beneficiary is left with little information concerning the disposition of the funds in which he or she has a vital interest.

The need for greater disclosure is fundamental and will itself be an additional safeguard against uneconomic pension expectations.



Bob Cunningham

"Women are victims of social stereotyping"

— Barbara Boyle Sullivan

Personnel consultant

A thorough and critical appraisal of all aspects of a company's organization in order to identify women's current and future roles in it, was urged by Barbara Boyle Sullivan at the Personnel Association of Toronto conference in April.

It is in a company's best interests to promote women to top levels, she said, adding that "affirmative action" and "management awareness" programs are necessary to ensure that women will rise to and function effectively at the highest executive levels.

Boyle Sullivan, who advises firms in the U.S. and Canada on how best to utilize their female resources, said the first step is to look at the number of males and females in each job category, and to analyze company data on salary earned, together with job and educational qualifications. Most studies of this kind reveal that women tend to be pegged at the bottom occupational and salary levels even though their qualifications often equal or excel those of men who hold higher-level jobs.

Boyle Sullivan, who spent 14 years

with IBM in personnel, sales, marketing, and management development, gives management awareness courses revealing prejudices that often prevent the promotion of women. She believes executive commitment is vital in order to change attitudes, before more doors to higher-level jobs will be opened for women.

Her status-of-women studies for such large organizations as Canadian National Railways, Canadian

(Continued on page 440)



"Employers turn employees off"

— Sheldon Davis

Vice-President, TRW Inc.

Personnel managers and other company executives de-motivate employees and "turn workers off" with demeaning rules and "jail-like atmospheres" in the work place, according to Sheldon Davis, vice-president of TRW Inc. a multinational, multi-product corporation with headquarters in Cleveland, Ohio.

Davis told delegates to the P.A.T. conference in April that "personnel managers aren't paying enough attention to the work climate and to why employees act the way they do—

we just complain about them." He blamed employers for much of workers' lack of enthusiasm for their jobs and suggested that work be redesigned to provide more planning at the working levels of the company rather than retain the entire planning function at the executive level.

He gave safety rules as a logical example of employee input that would be valuable in both a practical sense and in giving workers a feeling of helping shape their work environment.

Davis suggested also that time clocks are often unnecessary and that employees frequently feel that "punching a time clock" is a demeaning activity, contributing to unhappiness in the work place. He called for an end to "confrontation techniques" between worker and manager, and suggested that more co-operation be encouraged in all phases of running the company.

"Bring complaints about the boss or

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Bill Cunningham

"Higher-level management that doesn't listen to signals from below is a collection of dolts"

— William A. Dimma

Dean of Administrative Studies York University

In his address to the P.A.T. conference, William A. Dimma, Dean of Administrative Studies at Toronto's York University, expressed concern and surprise at the lack of integration between manpower planning and overall strategic planning among North American Institutions.

The former executive vice-president of Union Carbide, who holds a Ph.D. in Business Administration from Harvard University and an M.B.A. from York, also voiced his concern at the general lack of a corporate strategy exhibited

by these organizations.

Dimma emphasized the need for corporations to have both an overall strategy to steer their institutions toward well-defined goals, and a well-planned manpower strategy.

He noted that it is very rare to find close organizational ties between corporate planners and the personnel management or human resources function. "In fact, so few companies have yet progressed beyond a piecemeal approach that one is surprised to run across even a fairly

simple system."

Dimma gave delegates some of the arguments for adequate manpower planning on an orderly basis over a long-term period:

- Longer training periods are necessary, hence a need to anticipate future manpower requirements further in advance.
- Labour shortages require that better recruiting methods and better in-house job training be implemented.

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"Employees should be told if they have little chance of promotion"

— Marion Kellogg

Vice-President, corporate consulting General Electric Company

Employers were given advice by Marion Kellogg on how to encourage non-productive employees with little chance of promotion to leave the company.

Kellogg a corporate consulting vice-president at General Electric Company singled out the "plateau" employee as the one needing most help from the personnel manager. She attributed the increasing size of this category in the work force to the current economic climate in which there are "many highly-motivated persons with no

future who want to move upwards." She said the "funnel to the top" is becoming increasingly narrower for more people.

In her opinion, an employee usually starts out effective in the plateau stage and then rapidly deteriorates. She sees this as a challenge to the employer to keep employees motivated while helping them retain self-esteem when they know chances of promotion within the company are almost non-existent.

Kellogg suggested "job enrichment" for these mid-career middle managers by allowing them to take part in top-level decisions, which she says they are capable of doing, although top-level executives often don't recognize this potential.

She advised also that an employee be told that his chances for promotion are limited. If this leads to a work slump, the employer should help him find another job, both for his own

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"It is in a company's best interests to promote women to top levels"

—Boyle Sullivan

Broadcasting Corporation, and the World Bank, have led her to conclude that social stereotyping is still the largest obstacle to equality of opportunity in the work place.

She said male executives still think—wrongly—that women cry a lot, have no motivation, little physical strength, lack education, can't travel, have more family responsibility, are pregnant a lot of the time, are prone to leave a job when they marry, have high absenteeism, are not career-minded, tend to be "masculine" if they obtain high level positions, men don't want to work for women, women don't want to work for women, working women kill chivalry, and women have no place in such traditionally male-dominated areas as railways. She added that surveys show most men still think

"women's place is in the home," even though one third of North American women work, half of them married.

Boyle Sullivan pointed out that the attitudes of women themselves toward their opportunities for success are characterized by frustration, lack of self-confidence, and cynicism, that often inhibit them from even trying for high-ranking, high-paying jobs for which they are qualified.

She blamed our socialization patterns for both men's and women's attitudes, which she says are fostered by such practices as boys being encouraged to play team sports and other competitive activities, while girls are encouraged only in wife-mother roles and in such competitive pursuits as

beauty contests and dates, all of which help foster dislike for other females, and discourage them from working together. As a consultant, Boyle Sullivan arranges sessions for companies, in which men and women, separately and together, reveal their often unconscious prejudices, which she then helps them to overcome. She also coaches women, qualified for a higher-level job, in such skills as self-confidence and assertiveness.

She attributes the recent push to promote women to the top levels of organizations to: government anti-discrimination legislation, the feminist movement, the companies' desire to remove their anti-female bias from their public image, and the growing discontent among female employees.

"Employees frequently feel that punching a time clock is a demeaning activity"

—Davis

about the workers out into the open where both sides can work for a solution," he said. "Don't keep the beefs in the washroom or in the bar after work." Additional responsibility and involvement of the worker in decision-making tends to increase employee dedication to the job, he observed

He counted the impersonality of many companies among the causes of

worker unhappiness and suggested among other things, that a personalized package of employee benefits, including one or more "personal holidays" a year, could help to make the worker more satisfied with his employer. Such "Holidays" would be days off chosen by the employee to celebrate his birthday, anniversary, or other occasion of his choice.

Davis, whose company runs a non-unionized auto-parts plant in St. Catharines, Ontario, and other operations in West Germany, Brazil, Italy, Spain, the U.S. and elsewhere, warns managers that they should not suppose that their authority is credible to the worker. Surveys show the opposite. He advises that good personnel management is the key to happier employees and a more productive plant.

"All institutions are experiencing greater difficulty in reaching and maintaining esprit de corps"

—Dimma

- Low birth rates during the 1930s and '40s have led to a shortage of persons in the 35-45 age group, the prime source of experienced middle-managers and professionals.

He suggested several ways of ensuring future manpower needs can be met, including:

- Projecting supply and demand for positions several years into the future;

- compiling an inventory of manpower resources that can be matched with position requirements and availability;

- early identification of successful performers so they can be nurtured within the organization;

- identification of training needs;

- identification of recruiting needs and suitable recruiting policies;

- operating a system of personnel evaluation that focusses on measuring performance;

- compensation policies that help reinforce high performance expectations of employees;

- development of an orderly succession plan.

Dimma stressed the need for succession planning, which, he says, can focus on either the job, the individual, or both. But he emphasized that, "one of the most valuable outputs of succession planning is a systematic identification of the developmental experience necessary to ready a manager for a new position."

Dimma deplored the tendency in most organizations not to know the number and type of employees that will be needed five years in the future.

In his view, strategic planning must be an integral part of the continuous process of managing. "In short, planning is not an on-off part-time activity, but is an integral part of managing...a matter of self-perception."

"In any institution, there are objectives-within-objectives, and the strategy at each organizational level must be fully compatible with the strategy at the next higher level.

"A higher-level management that doesn't listen intently to signals from below is a collection of dolts."

On the issue of employee morale, Dimma said "all institutions are experiencing greater difficulty in reaching and maintaining esprit de corps... Consequently, the objectives of great institutions that have failed to move sufficiently with the times, are under attack."

He stressed the importance of all employees understanding, supporting, and trying to make their work mesh with, the larger objectives and strategy set out by the top levels. In order to achieve this end, he urges management to distribute more honest and more frequent information about the company to employees at all levels. Corporate and other structures must also make efforts to meet the expectations of the younger, better-educated employees.

Dimma noted also that forces within a firm and within a society are making conventional structures like corporate institutions increasingly obsolete and even unstable. He attributes this to an increase in the size and complexity of institutions, diversification of technologies and products across national boundaries, and a shift from the manufacture of goods to the production of services and the generation of knowledge.

"There are many highly motivated persons with no future who want to move upwards"

—Kellogg

sake and for the benefit of the company, which can then fill the job with a more motivated worker. A move from private industry to government, starting one's own business, moving from a large company to a small one, or a small company to a large one, were among her suggestions for re-motivating someone in a mid-career slump. Admitting that she herself is now in her fifth career, Kellogg suggested that changing jobs can keep up motivation. "Frustration and challenge turn people on."

She advised companies to examine their benefits programs to ensure that they do not force an employee to stay with his employer longer than he should, because the benefits are so

attractive that he would suffer financially if he left for another job.

She suggested that employees be encouraged to take non job-related courses and still receive tuition refunds in the hope that the employee's interests would be broadened, thus making him more satisfied in his job, or giving him additional skills or interests that may encourage him to move on if he is unhappy in his current occupation.

She further suggested that holding concurrent jobs should be encouraged rather than discouraged because it has been shown that people "working on the side" for themselves most often improve their all-round productivity on the job.

Among her other recommendations were half-time work weeks for senior employees that the company wants to retire early because their job is obsolete or because they are bored and non-productive. She said the employee can then ease into a "second career" while retaining necessary financial security during the transition period.

Kellogg stressed that "second careers", "extended careers", and high motivation throughout an employee's working life is vital to our economic system in order that the productive work force be able to support the increasing number in the non-productive work force, such as old people and welfare recipients.



"On the other hand, inflation don't erode the value of the money we ain't got."

A Look at Arbitration Of Rights Disputes

by Roy LaBerge

Although it's coming in for heavy criticism, the arbitration process will likely continue for a long time to be the Canadian way of settling rights disputes, those that arise during the term of a collective agreement. There's simply no acceptable alternative on the industrial relations horizon.

Every Canadian jurisdiction except Saskatchewan requires some form of no-strike and arbitration clause in collective agreements. Some provide, however, for contract reopeners on the issue of technological change, or for reopeners on specific issues as bargained for by the parties.

The most rigid legislation is in Alberta, Prince Edward Island and Ontario, where work stoppages for any reason are forbidden during the life of the contract. It is the largest of the three—Ontario—that has produced the strongest criticism of the present arbitration process.

A former editor of Canadian Labour, Roy LaBerge teaches social science at Algonquin College, Ottawa.



Thomas Studio

A study commissioned by the Labour Council of Metropolitan Toronto and published under the title *Justice Delayed* found lengthy delays in arbitration procedures, and claimed that this meant justice was denied.

Last November, the consensus of union speakers at a seminar organized by the Ontario Federation of Labour was that the arbitration process has degenerated into a "ritualized legal gavotte" that tends to create more problems than it solves.

Criticism is not confined to Ontario, however, nor to labour organizations. The process came under fire in Montreal last October at a seminar at

McGill university's Industrial Relations Centre. There were complaints about lengthy delays, high costs, and heavy reliance on lawyers. Frances Bairstow, director of the centre, cited this major criticism: "What had been devised to provide a low-cost and simple solution of grievances, and to avoid the escalation of long-standing, unresolved disputes over the years, has become increasingly formalized, to the point where preparation of a case frequently requires extensive legal expertise and long delays."

A federal survey found complaints about the process in several provinces. There were criticisms of delays in filing decisions in New Brunswick and Nova Scotia, as well as in Ontario, requests for an inventory of arbitrators in Nova Scotia, P.E.I. and Manitoba, and complaints in two jurisdictions that arbitrators needed more power in settling disputes.

Nevertheless, although arbitration has many critics, even *Justice Delayed* agrees that it does work: "It does provide a method for ultimately settling disputes arising during the course of the collective agreement. It does preserve the 'rule of law' at the work place. This is a factor which should not be ignored when one considers the vices and virtues of the arbitration process."

Some arbitrators place much of the onus for defects on the parties themselves: for overburdening a small number of arbitrators they consider "acceptable" and also for a reluctance to experiment with different techniques of arbitration.

One problem in measuring the effectiveness of the process is a dearth of up-to-date statistical studies.

The federal study of the use of arbitration in 1972 and 1973 throughout Canada points out one difficulty in collecting data: only four provinces—Ontario, British Columbia, Alberta and Quebec—make it mandatory for arbitrators to report their decisions, let alone their reasons.

The *Justice Delayed* study examined all the grievance arbitration awards filed with the provincial Labour-Management Arbitration Commission between September 1, 1971 and September 1, 1973.

Many trade unionists saw in its findings confirmation of what they already believed about arbitration:

- The process is too lengthy and time-consuming.
- Management wins most grievances heard.
- A sole arbitrator deals with grievances faster than does a tripartite board.
- The use of legal counsel tends to lengthen the process.

• The party using legal counsel is at an advantage.

• Management uses legal counsel more often than unions do.

Arbitration of rights disputes is compulsory in all jurisdictions except Saskatchewan

In an introduction to *Justice Delayed*, Donald R. Montgomery, secretary-treasurer of the Canadian Labour Congress, speaks of the "legalistic labyrinth of the present process" and says it makes a joke of the grievance procedure.

"It is little wonder that employees become frustrated . . . and that the animosity carries over into contract negotiations," he adds. "There have been many sets of negotiations prolonged as the parties strive to break a log jam caused by dozens of grievances awaiting an arbitration hearing. This report shows that the system is failing, failing the employee as well as the employer."

There were 1,661 arbitration awards filed with the Ontario commission during the two years covered by the study. Of these, 612, or 36.9 per cent were assigned by single arbitrators and 1,049, or 63.1 per cent, by tripartite boards.

In measuring the length of cases, the researchers sometimes used the date of the incident that gave rise to the grievance instead of the date of the grievance because the arbitrators frequently omitted the grievance date from their awards.

When a single arbitrator was used, the median time between the incident or the filing of the grievance and the first arbitration hearing was between 125 and 194 days. When the hearing was before a tripartite board, the

median was 175 to 199 days, about 50 days longer.

In five cases before a single arbitrator, and in one before a tripartite board, this process took more than 1,000 days, one of them 1,770. These were unusual situations, however, distorting the average time, which is why the researchers found the median time more meaningful.

The median time required by a single arbitrator to render his decision after the last hearing was 15 to 19 days. For a tripartite board the median time between the last hearing and the majority award was 35 to 39 days.

For the entire grievance-arbitration procedure, from the time of the incident or the filing of the grievance to the final arbitration award, the median time was 175 to 199 days when a sole arbitrator was used, and 225 to 249 days, approximately two months longer, with a tripartite board.

These findings brought this comment from Montgomery:

"The law has taken away the rights of workers to strike during the term of the collective agreement and supposedly has given them in return an equitable and quick means of having their grievances dealt with. But the system is not quick . . . One cannot arrive at any other conclusion than that the system is not working."

Management wins most grievances heard

The researchers found that the union won the grievance in 40 per cent of cases. They defined a union "win", however, as any change in the penalty imposed or in the action taken by management. Management was said to have won if the grievance was dismissed in its entirety.

Chris Trower, chairman of the labour council advisory committee that supervised the study, observed that the percentage of union "wins" was "greater than those of us who work within the process might have supposed."

The study found also that the union was most likely to be successful in arguing a discharge case before a single arbitrator and least likely to win in arguing a discipline or other case before a tripartite board.

It "frequently requires extensive legal expertise and long delays"

"Discharge is considered the 'capital punishment' of industry and, depending on the circumstances involved, the arbitrator may seek to mitigate this punishment while upholding the general and specific deterrent purposes of any disciplinary system," the researchers said.

"On the other hand, most of the 'other' cases involved job promotion problems. Arbitrators are reluctant to intervene in this area unless it is shown that the managerial decision was unreasonable, a decision which no reasonable employee could have reached given the facts available, or that the company's judgment was not honest and unbiased but rather actuated by malice or ill will directed at the particular employee. This may be difficult for the union to prove—to say the least."

Management used legal counsel more often than unions—in 58.1 per cent of cases against 34.2 per cent. For both parties, the percentage was higher before tripartite boards: 66.3 for management and 41.8 for unions.

The probability of a union being successful was higher when it used legal counsel.

"It is clear that a party is at a disadvantage if it does not have counsel while the other party is represented by a lawyer," the report observed.

The median time for completing the grievance-arbitration process, however, was higher when both parties used lawyers. Technical objections were more likely to be raised when lawyers appeared.

The research itself did not deal with the cost of arbitration, but in his foreword, Montgomery says many small unions cannot afford to pay arbitrators' fees and are unable to ensure that their collective agreement will be enforced.

The federal labour department survey, which published its preliminary findings under the title, *The use of the arbitration mechanism in Canada 1972 and 1973*, found these daily fee ranges for arbitrators: British Columbia, \$200-\$750; Prairies, \$50-\$1,000; Ontario, \$150-\$600; Quebec, \$120-\$600; Maritimes \$100-\$400. Transportation and living expenses were added where necessary.

The study said the "more common" daily fee across the country was in the \$300 to \$350 range. Montgomery placed the 1974 going rate in Ontario at from \$500 to \$700 a session.

The parties are putting the burden on too few arbitrators

Montgomery observes that this fee is tax deductible for the company, and adds: "The employer will know that the local union cannot afford to take employees' grievances to arbitration, and therefore he will not fear being over-ruled by an arbitration board."

Trower says the study demonstrates that Canada needs a method of

settling rights disputes that is "swift, just and final." If arbitration is to fulfil this role, there must be enough arbitrators "acceptable to the labour movement," and they must conduct hearings marked by "informality, common sense, expeditiousness and justice."

It has degenerated into a "ritualized legal gavotte"

In such a system, he adds, "neither side would need a legal counsel, but both parties could use the people directly involved in the dispute: the worker on the shop floor and the first-line supervisor."

He says the system must be "understandable, accessible and readily available to ordinary people without the necessity of legal training or advice. Until it can meet such criteria, the arbitration process as it is, stands condemned."

The federal Department of Labour's survey gives Trower little support for this stand. The vast majority of respondents, including 68 per cent of so-called "labour partisans," disagreed with the statement: "The procedure adopted in most grievance arbitrations is too formalistic and legalistic." Almost one half of the labour partisans, however, were lawyers, as were the overwhelming majority of the other respondents—"management partisans" and arbitrators.

Harry Arthurs, dean of Osgoode Hall Law School, agrees that there is "substantial substance" to the criticism that arbitration cases, by and large, are taking too long to be heard, and that this does deny justice.

He agrees also that the scarcity of "acceptable" arbitrators adds to the problem, but he says the parties themselves must bear some of the onus for this.

"They ought to be more willing than they are to experiment with new chairmen," he says. "They ought to be more accessible than they sometimes are in terms of putting hearings together."

"They are busy people, too. They have negotiations and a number of units to serve. All of these things tend to delay their availability for hearings."

"But I think they have exercised insufficient ingenuity in writing into their agreements provisions for speedy arbitration."

The party using legal counsel is at an advantage

Arthurs recommends more experiments like the International Nickel Company grievance commissioner system at Sudbury.

Bert Munro, legislative director of the United Steelworkers of America, told the McGill Industrial Relations Centre conference that the Sudbury approach allows grievances to be heard without established precedent.

Hearings are held once a month, with from three to 11 cases handled in a day, and, Munro said, the results had been quite promising: "The worker gets his day in court and his case settled; the costs in both time and money are greatly reduced."

Arthurs' suggestion for experimenting with different techniques is based on solid experience. Since 1967, he has been the impartial chairman of arbitrations for the men's and ladies' garment industry in Toronto.

The industry has had an arbitration system dating back to 1920, and although it is beginning to formalize to some extent, Arthurs says "it has been highly informal over the years,

with no lawyers needed or wanted, and it works just fine."

Justice Delayed bears out Arthurs' contention that both parties are putting the burden on too few arbitrators. While 64 arbitrators heard the 1,661 cases reviewed, the six busiest arbitrators took care of 52.7 per cent of them. The busiest arbitrator heard 269 cases, or 16.2 per cent of the total, and the next busiest heard 226, or 13.6 per cent. Only two others heard more than 100 cases each.

At the McGill conference, a U.S. arbitrator, Marcia Greenbaum, termed this situation *Catch 22*: "The parties are reluctant to have an arbitrator with little or no experience, and *Catch 22* is that he or she cannot acquire any experience unless the parties select him or her."

Arthurs believes there are several people available who could become competent arbitrators if they were recruited, and also that every arbitrator need not be a lawyer.

He says the "formal and legalistic" approach to arbitration can be attributed at least in part to the courts: "Arbitrators act to some extent in fear of court review. Consequently, they are not always prepared simply to dismiss out of hand neat little arguments that don't get into the merits of the case."

For example, arbitrators wanted to use their own judgment about handling grievances that did not meet the time requirements, but the Supreme court of Canada denied them this discretion "even with a grievance that was a few days out of time, although no harm was done and although an excuse was proffered for lateness."

In this, Arthurs adds, legislators must share the responsibility: "They have it within their power to endow arbitrators with the ability to deal reasonably and

expeditiously with grievances, but haven't done it, in most places."

Arthurs is opposed to the use of labour courts: "If we are talking about an extension of the present court system, I think it would be a serious mistake. The procedures, the evidentiary rules, the doctrines of interpretation that our regular courts use are appropriate for the business they do, but are highly inappropriate for the labour-management field."

He has no serious objection, however, to a system like the adjudication procedures under the Public Service Staff Relations Act in which the adjudicators are paid by the public purse and handle cases more or less in rotation. But he points out that the parties have the right to choose their own arbitrator under the Act.

He points also to the B.C. experience, where the labour relations board itself has jurisdiction to hear arbitration grievances. Both small local unions and small companies have taken grievances to the board rather than pay arbitrators out of their own pocket.

Justice delayed is justice denied

Arthur says there is a need also for better handling of grievances before they reach the arbitration stage. Here, again, he says B.C. has experimented successfully for several years with third-party mediation of grievances.

And Arthurs feels that unions have missed a good bet in not hiring young lawyers, many of whom are "ready and willing to work for unions" at the salary paid a staff representative.

He blames the unions' reluctance on "a long history of antagonism" between the legal profession and the

Arbitration Survey

The Legislative Research Branch of the Canada Department of Labour conducted a two-part survey into the use of arbitration in Canada in 1972 and 1973. The first questionnaire was directed to provincial and federal agencies involved in the arbitration process, and the second to arbitrators and to counsel for unions and employees.

The first part of the survey drew responses from every agency to which a questionnaire was sent. Among its findings:

- No jurisdiction has legislated or established a regulated procedure for arbitrations, but attempts have been made to standardize hearings, follow some general rules of evidence and procedure, and require decisions within a reasonable time.
- All jurisdictions but one keep a list of potential arbitrators, although none can be sure that all the arbitrators used by the parties are on the list.

It proved impossible to determine the number of arbitration cases heard because only four provinces—Quebec, Ontario, Alberta and British Columbia—require arbitrators or chairmen of boards to file their decisions.

A preliminary report on the second part of the survey is based on returns from 170 of the 304 questionnaires circulated.

The majority of the respondents expressed the view that the arbitrator's role should be strictly adjudicative and that arbitrators should never try to mediate a negotiated settlement of the grievance. "Labour partisans", however, were more receptive to the idea of giving arbitrators a mediative role than were management partisans or arbitrators themselves.

Most respondents agreed that arbitration awards should be written primarily for the parties to the dispute and not for the benefit of other arbitrators or academics.

And an overwhelming majority were of the opinion that arbitrators should be required by law to file copies of their decisions with a provincial registry from which copies of any decision could be obtained.

Of 465 arbitrators identified in the two parts of the survey, 73 per cent had an academic background in law, 14 per cent in labour relations, 6 per cent in commerce and business administration, 2 per cent in economics and 5 per cent had "other" backgrounds.

By occupation, 48 per cent were lawyers; 8 per cent, judges; 20 per cent, professors (most of them teaching law or labour relations); 4 per cent, businessmen; 3 per cent, union representatives; 1 per cent, civil servants; 1 per cent, consultants; 2 per cent were in the "other" category and occupational information was not available for 13 per cent.

labour movement. "It's difficult for union people to overcome this, but I think they are biting their noses to spite their faces, to some extent."

Arthurs thinks Canada should not look to other countries for solutions to problems of grievance arbitration that are unique to the North American system of labour relations:

"In most other countries, there isn't the same emphasis on plant-level labour-management relations. Agreements tend to be national or industry-wide in scope. Consequently, the need for ad hoc arbitrators is seldom experienced. The pattern tends to be some form of highly specialized labour court.

"But these forums exist within the traditions of those countries, within the

structure of their labour movement, and against a background of collective agreements that look very different from our own. For example, they seldom include the usual work rules, seniority and welfare benefits contained in our agreements. "So one really has to tailor the arbitration system to the bargaining system and the general legal system within which it operates."

David Archer, president of the Ontario Federation of Labour, says the Canadian labour movement is the only one that has accepted compulsory arbitration "without a quid pro quo such as compulsory unionism in Australia or national bargaining in other areas."

He points out that Britain remains wedded to the position that strikes

during the term of the collective agreement are advisable, and "in return the contract in Britain is an unenforceable document." Archer points out that attempts by governments to alter this situation have been repelled by the Trades Union Congress.

With the exception of the area of technological change, "in Canada we seem to have resigned ourselves to the proposition that disputes arising during the term of the agreement shall be subject to the final settlement clauses contained in the agreement or labour relations Act," Archer observes.

A study published by the OFL says all Canadian jurisdictions should, as Saskatchewan has done, follow the example of the U.S. National Labor Relations Act which contains no

requirement that collective agreements contain either no-strike or arbitration clauses. These must be negotiated by the parties. What's more, the statutory duty to bargain is, under the U.S. Act, an ongoing obligation that extends into the term of the contract with respect to matters not covered by the agreement.

Arbitrators are merely servants of the collective agreement

Although not required to do so by law, the great majority of agreements in the U.S. do contain no-strike and arbitration clauses.

The OFL study, by James Hayes, a law student, contends that where management must negotiate for a no-strike commitment from labour "there is considerably more incentive for management to submit industrial questions to the collective bargaining process."

The OFL study concludes that the best contribution that could be made to the search for more effective collective bargaining and reduction of industrial conflict would seem to be "the outright removal of the no-strike and compulsory arbitration clauses from labour relations statutes."

The question of arbitrators' objectivity is raised by Chris Trower in his conclusion to *Justice Denied*. He writes that the study suggests that winning a case depends more on the bias of the arbitrator than on the merits of the case.

But Arthurs contends that the arbitrators he knows are not biased, "nor would they long survive as arbitrators if they were."

He admits that over a career of hearing discipline cases an arbitrator

develops certain "attitudes and propensities, but that's true in any form of adjudication," he says.

"It is true that some judges are tough in sentencing while others have a different philosophy. Some have a very strong view on divorce; others have not. I suspect that within the arbitration profession the range is very narrow because your living depends on your acceptability."

At the McGill conference on arbitration, much of the blame for defects in the system was placed on the parties themselves.

Lawrence Schultz, director of arbitration for the U.S. government, stated his opinion bluntly: "It is the parties and practitioners that are on trial, not the system."

And Stanley Hart, a Montreal arbitrator, emphasized that arbitrators are merely servants of the collective agreement negotiated by the parties.

He said also the parties' tendency "to rely on technicalities" damages the system, and he recommended that this "winning" approach be avoided: "If you are afraid of the merits of the case, then you should not be fighting the objections. Winning is not the name of the game."

Marc Boulard of the Office and Professional Employees International Union, like most other union representatives, said arbitration favours management because "unions are not organized to be as technical as the employers are."

One of the staunchest defenders of the present system is J.F. Weatherill, a Toronto lawyer and full-time arbitrator.

"The development by the parties themselves under the general requirement of law, of what has

become a fairly sophisticated system of private adjudication, has been a major achievement," he writes in *Facts and Trends in Labour Relations*, a series of analyses and reports to industry published by the Canada Labour Views Company, Toronto.

"This system of industrial justice is, to a very large degree, within the control of the parties, and most of the defects of the system can be dealt with by the parties themselves," he adds.

Weatherill makes the point that arbitration must be distinguished from the grievance procedure itself: "The bulk of grievances are disposed of quickly and inexpensively. Arbitration exists for hard cases."

Nobody knows what proportion of grievances go to arbitration in Canada. Arthurs says he would be surprised if it were as high as 2 per cent.

Weatherill, like Arthurs, is opposed to establishing labour courts. Like Arthurs, he favours more experimentation with different techniques of arbitration.

The Canadian system works, he says, 'but clearly an effort is required to make it work better, and it would be sad to see that effort wasted on ill-considered schemes not suited to the Canadian industrial relations framework and tradition."

To Weatherill, the key to the success of the process is the relationship of the parties: "It is important that they understand one another, and develop a tradition of fair and reasonable dealing.

"Improvement of the system is not likely to be brought about by the waving of a legislative magic wand but rather by the thoughtful work of the parties themselves."

Grievance Arbitration —Alive and Well

by Harold J. Clawson

The grievance or rights arbitration system in Ontario is being subjected to a concentrated and concerted attack. Certain theoreticians, and spokesmen for the Ontario Federation of Labour and the Metropolitan Toronto Labour Council, lose no opportunity to publicize what they consider to be defects in the arbitration system and then to indulge in extravagant statements such as, "it is failing disastrously... it is on the verge of breaking down."

Unfortunately, they don't take into account the basic soundness of the institution, but demand that it be destroyed or at least so emasculated that it cannot serve its original purposes.

Rights arbitration, as the term implies, involves the adjudication of certain rights established by a collective agreement. It is concerned with allegations that the agreement has

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been violated or misinterpreted and is thus clearly a judicial proceeding. Moreover, the essence of the process is that it is a private proceeding between the two parties to the agreement, who may establish such rules and procedures that they can mutually agree upon. (Of course, the law in most provinces requires the parties to establish such a procedure in their agreements.)

Arbitration of interests, however, involves a determination of the rights that are to be included in any agreement. It is thus not a judicial process, but a legislative process—even though it is binding.

Grievance arbitration as we know it today was made compulsory in Canada in 1944, through a federal Order in Council (P.C. 1003). After the Second World War, all provinces except Saskatchewan and Quebec adopted similar provisions.

P.C. 1003, and succeeding provincial legislation, was designed to bring about greater reason and stability in collective bargaining. It prohibited recognition strikes, as well as strikes during the agreement, or administrative strikes. While it permitted negotiation strikes over interest issues, it regulated the timing of such strikes pending conciliation and mediation.

Some academics and union people apparently consider that the prohibition of recognition strikes and strikes over grievances during the term of agreement was a drastic and unfair curtailment of pre-existing rights. Nothing could be further from the truth.

Prior to 1944, even if a union's members comprised a majority of employees in a unit, it often could not obtain recognition from some intransigent employers. True, the employees could strike to force recognition, but this was expensive, and often ineffective, if the employer's bargaining position was strong. On the other hand, if a union's bargaining position was strong, it could force recognition even though few, if any, of its members were employees. The principle, established by P.C. 1003, that evidence of majority employee support for a union—determined by the Labour Relations Board—required compulsory bargaining by the employer was therefore not a hardship, but a great boon to unions. And they, in fact, regarded it as a victory—a conclusion that subsequent union growth substantiated. Employers, however, regarded it as an unwarranted intrusion on their rights.

A similar situation prevailed regarding arbitration of grievances. No matter how justified the grievances was, the union was powerless to find a remedy for the employee without resorting to a costly strike—the success of which depended again on the relative bargaining strengths of the parties. If the union was weak, justice could not be done; if the union was strong, it could enforce even unfounded grievances.

This is a far cry from some of today's complaints about the "strait jacket" imposed on union rights by the prohibition of strikes during the term of the agreement, and from some of the demands that we should revert to the law of might and coercion for the settlement of grievances. Unions relinquished the right to strike as a *quid pro quo* for an orderly and cheap method of enforcing employee rights under the agreement—and not vice versa.

It was the employers who then complained about the intrusion of third parties on their management rights.

It seems hardly appropriate that unions should complain about expenditures on arbitration

Nevertheless, management accepted this, and for many years the arbitration system worked well and has been generally acceptable to both management and labour.

Experienced, practising unionists generally are satisfied that arbitration of grievances is meeting its objectives. It is mainly some of the theoreticians and politicians both in and out of, and on the fringes of organized labour, who are responsible for much of the criticism.

Before dealing with this criticism, a few more words might be said about developments over the past 30 years. Judges, and especially county court judges, for 25 of those years, did most of the arbitration work as chairmen. To them must go appreciation from both management, labour and governments for their role in building a jurisprudential and procedural framework that has made such a large contribution toward greater equity and stability in labour-management relations. They did much to develop grievance arbitration as essentially a judicial process, while at the same time avoiding the formalities and rigidities of the courts.

For a variety of reasons, most of them unfounded, various levels of government attempted from time to time to exclude judges from this important function. Finally, about five years ago, federally appointed judges ceased functioning as arbitrators. On the whole, despite some misgivings about the possible decline of the quality of arbitration services, most of the lawyers and academics who entered the field carried on the high standards established by the judges.

Without being strictly bound by *stare decisis*, a fairly consistent set of principles continued to develop.

Because grievance arbitration is essentially a private proceeding, it is obviously important that the arbitrator adhere strictly to the terms of the agreement negotiated by the parties and not undertake to "play God" by telling the parties what should be in the agreement. On the whole, most arbitrators have resisted the temptation to do this.

Nevertheless, there have been some who have attempted to inject a new component into the process—somewhat vaguely called the "climate of collective bargaining." According to this theory, which fortunately has not received general acceptance, the arbitrator has a right—even a duty—to resolve grievances by some subjective concept of "justice" and "equity"—the "problem solving approach." If a remedy for the grievance cannot be found in the collective agreement, the arbitrator can reach out and invent one, even if it means ignoring a specific provision or adding to or amending the agreement.

If this school of thought had prevailed, it would have made a shambles, not only of the grievance arbitration process, but of the whole process of collective bargaining. It is ironic that some of those who espoused this theory did not see the inconsistency between such a position and their often expressed faith in the virtues of free collective bargaining. In my view, it is important that both labour and management be constantly vigilant on this point. Grievance arbitrators are there to interpret the agreement mutually agreed to by the parties and should not substitute their judgment for the judgments of the parties as to what should be contained in the agreement—in short, they should not set themselves up as legislators.

Most of the criticisms of grievance arbitration emanate from spokesmen

for labour. This does not mean management is entirely satisfied with the arbitration process. Although, on the whole, the judicial concept of arbitration has prevailed, management is still concerned about the propensity of some arbitrators to add to or amend the agreement—in the guise of interpreting it.

Management is also concerned about the tendency of some arbitrators to substitute their judgments for those of management in discretion cases, even where there is no evidence of arbitrariness. Management considers that some arbitrators are unduly lenient in dealing with discharge cases. Granted that discharge is a form of "industrial capital punishment" that must be applied with great care, arbitrators should exercise their powers of reinstatement sparingly, and with due regard for the necessity of reasonable order and discipline at the work place. It is to be noted that the power of reinstatement is, in effect, specific performance of a contract for personal service—a jurisdiction that even the courts do not possess.

It is within the power of the parties, if they are concerned about delay, to do something about it contractually

It is said that there are undue delays in arbitration and that most grievances take six to nine months to process. No one would defend undue delay in any judicial process, including arbitration. Nevertheless, such delays are also common in the courts, and everyone concerned is trying to speed up the process. In arbitration, there are many reasons for the delays. First of all, it is necessary to co-ordinate timing of the hearing among chairman, union and management representatives on a three-man board, and the principals (union, employee, company, and their counsel, if any.)

Second, the parties usually try to agree on a chairman—and the experienced and mutually acceptable ones are often booked several months ahead.

But it does not follow that delay results in injustice or hardship to the grievor. Most grievances are questions of interpretation, often involving only nominal amounts of money (for example, overtime pay, statutory holidays or vacation pay) and delay doesn't necessarily hurt the grievor. In other cases, such as discharges (about 22 per cent of cases) it is true that the grievor may be temporarily without income, but there are ways of compensating for this (unemployment insurance, union loans, and so on.) If the employee is reinstated, the arbitrator normally awards back pay. Certainly, the employer has just as big a stake in an expeditious hearing as the employee, because he may find himself saddled with a retroactive pay award without having received any service from the employee.

It might help to remind arbitrators from time to time of the importance of expeditious disposal. Many delays are caused by tardiness in preparing dissenting opinions. Even if the practice of publishing dissents is to continue (about which one must have serious reservations,) there is no reason why the issuance of the majority award should be delayed.

It should be noted that it is within the power of the parties, if they are concerned about delay, to do something about it contractually. Some managements and unions have agreed on a form of expeditious arbitration for some of the simple cases, involving permanent panels of arbitrators who are on a retainer and who make themselves readily available. Procedure is streamlined and oral evidence is kept to a minimum. The arbitrator is empowered to issue immediate awards, without reasons.

It is sometimes suggested that

increasing the number of arbitrators would help to solve the delay problem. It might, but probably not adequately. Both parties—management and labour—are inclined to select their arbitrators from among the more experienced ones. The Arbitration Commission, however, is very anxious to increase the number of approved arbitrators (it is to be noted that the parties are not confined to the approved list.) On the other hand, the Commission also has a responsibility to ensure high standards for arbitrators. Technical training and competence, good judgment and mutual acceptability, (i.e. objectivity and absence of obvious or latent bias) are a "must". The fact that a person has a degree in law and has a yearning to play a judicial role does not necessarily make him an acceptable arbitrator.

Many of the issues in grievance arbitration involve amounts of money and matters of principle, which are above the jurisdiction possessed by the lower courts. The arbitration process would be discredited if there were any undue relaxation of standards for arbitrators—and this would be worse than delays.

One of the problems is that an arbitrator's decision is not subject to review or appeal except in a very restricted way through a rather cumbersome procedure. If an expeditious procedure for review of awards on somewhat broader grounds were made available, it is possible that standards for arbitrators of first instance could be modified. Both the federal and Ontario governments now provide such limited judicial review for other quasi-judicial tribunals.

Another proposal, which has been somewhat gingerly tendered, is that there be a permanent tribunal—a form of labour court—comprising, say, nine persons, to whom grievance arbitrations would be submitted. It is doubtful whether this would reduce delays—800 to 1,000 cases are

arbitrated each year in Ontario. If such courts were available, without cost, to the parties they would obviously be swamped with cases.

Another somewhat dubious proposal, namely that the Ontario Labour Relations Board should act as an arbitration tribunal, has not been given mature consideration, because there is no affinity whatsoever between the normal jurisdiction of the Labour Relations Board and the arbitration of grievances. Its normal jurisdiction deals almost entirely with representation and recognition questions, and involves mainly statutory interpretation. It appears that there are only two places where this ambivalent jurisdiction has been attempted, on a limited basis—the State of Connecticut, and just recently, British Columbia. If such services were also to be without cost to the parties, then, again, the system would be swamped.

But the main objection to any form of permanent tribunal is that it would convert what are private, mutual-consent proceedings, which can be tailored to meet the specific needs of the parties, into another government bureaucracy. It is doubtful that either management or labour want that. No evidence has been adduced that the few shortcomings in our present grievance arbitration system would justify such a radical change.

A favourite union criticism of arbitration is that it is too costly. Unions complain that the \$500 to \$700 per-day fee (their figures are somewhat high) charged by arbitrators and arbitration chairmen is exorbitant. (They fail to state that half of this is paid by the employer. Furthermore, I wonder how they would react to a proposal that the loser pay all?) In any event, I venture to suggest that arbitrators' fees during the past 10 years have not gone up as much as hourly wages. It is significant also that the professional arbitrators—those who do it on a full-time basis, and who

charge the highest fees—are the arbitrators in greatest demand by the parties, including labour.

A bureaucratic government-dominated grievance-arbitration system would not be justified

But the most frequent, and least tenable, complaint by unions is their contention that many small locals cannot afford to pay arbitrators' fees and thus are deterred from seeking remedies for employee grievances.

Analysis of the 808 Ontario arbitration awards filed with the Commission in 1973 shows that 100 unions were involved. Two of these, the UAW and the USW, accounted for 37 per cent of the cases. Adding two other large unions, CUPE and the Teamsters, we find that the four were involved in 51 per cent of the cases. Fifteen unions (all with 10 or more cases) accounted for 77 per cent of the cases.

It is well known that international and national unions, both in terms of revenue and assets, now are multimillion-dollar organizations. As a result of compulsory dues arrangements, monthly union dues for most of the larger unions average over \$10 per month—not only per member, but in most cases for each employee in the bargaining unit. Total annual union revenue in Canada runs to nearly \$100 million a year. Their assets are also at the multimillion dollar level and strike funds are equally large.

It seems hardly appropriate that unions should complain about expenditures on arbitration. Because enforcing employees' rights under collective agreements is one of their main functions, if unions had to strike to uphold employee grievances, the inroads on their treasuries would assuredly be considerably greater.

Nor can unions seek refuge in the notion that the union locals are poor. Most agreements are with the international as well as with the local. In any event, it is simply not correct to suggest that they are two separate entities. The financial resources of the international union are derived from per capita remittances by the locals and such resources should surely be available to the members of the local if the local can't afford arbitration.

Consequently, to suggest that the taxpayers should defray the costs of arbitration would be to invite a gigantic "rip-off". Our system of arbitration is basically sound. There are, of course, some problems, but perfection is not a characteristic of any system administered by human beings. Even the authors of the study on arbitration commissioned by the Toronto Labour Council concluded as follows:

"Arbitration is not a speedy process. It can be very time consuming and frustrating. Like any system of dispute settlement, it is far from perfect, but it does work. It does provide a method for settling disputes arising during the course of the collective agreement. It does preserve the 'rule of law' at the work place. This is a factor that should not be ignored when one considers the vices and virtues of the arbitration process."

Grievance arbitrators should not set themselves up as legislators

It is to be hoped that legislators will not bow to demands for any fundamental changes to our grievance arbitration system. To substitute a bureaucratic, government-dominated system for a private system that appears to be working well would not be justified, especially when it is within the power of labour and management, through negotiation, to rectify at least some of the legitimate problem areas.

Ending the Myths About Blind Workers

by Basil Jackson

Have you thought of hiring blind workers in your office or factory but dismissed the idea because:

- You doubted their ability to do the work efficiently and effectively?
- They'd get their hands or clothing caught in plant machinery?
- Your present workers might object?

If your thoughts run along these lines, you're wrong on all counts.

"Many prospective employers have pre-conceived ideas about blindness and have low expectations of what blind persons can do in the labour force," says Hugh Russel, director of national employment services, Canadian National Institute for the Blind. "In fact, when a blind or partially blind person is trained for a certain job, our experience shows that they do it efficiently and safely.

"The average blind person tends to put a greater effort into his work and tends to be a more loyal employee. There is not likely to be as rapid a turnover with blind workers.

They are glad of the opportunity to show their mettle."

What about objections from present staff? "Several employers report that morale improves in the office or on the factory floor when a blind person works there. The other employees feel

Basil Jackson is employed by **The Financial Post** in Toronto

the boss is a pretty good guy with human feeling for giving a blind person a break, and they count their own blessings," Russel says.

"Another advantage we've heard about is that when a blind person is on staff there is better housekeeping at the workplace. The workers tidy up to make sure the blind person doesn't trip up—you'll find no pallets lying on the factory floor where they shouldn't be, or bits of scrap wood or metal left lying around."

Canada's blind work force in 1973 contributed almost \$7 million to the economy in the form of wages and salaries earned. This is \$770,000 more than in the previous year, and represents the earnings of approximately 2,000 blind persons involved in 28 different types of careers.

Today, blind people work as computer programmers, economists, lawyers, university professors, social workers (they visit people in need), teachers, machine operators (they work drill presses, turret lathes on production runs, brake presses), as sub-assemblers of metal products, electronic equipment, in appliance

manufacturing, and in the automotive supply industry—but not generally on the production lines, which move at a pre-determined pace.

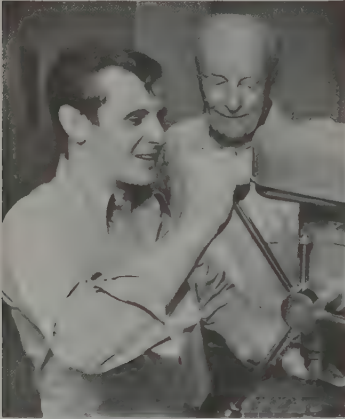
"We also have trained people to work in plating shops, do packaging, perform inspection procedures using ultrasonic test equipment, and in other occupations," Russel says.

Other occupations in which the blind participate include dark-room X-ray processors in hospitals, commercial photography dark-room processors, and transcription typists. Many totally blind and partially blind people with

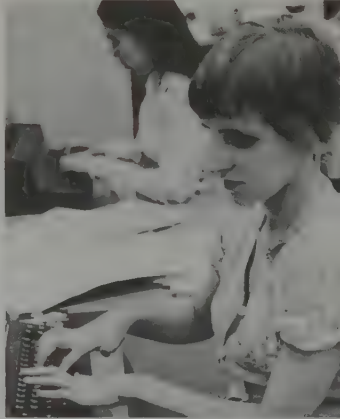
"There are also more than 40 physiotherapists who are blind. They were trained in Britain because we have no such training facilities in Canada yet," Russel says.

The CNIB Industrial Training Workshops have about 550 blind people in training across Canada, with about 125 in Toronto (250 in Ontario). All are unionized, being members of the Service Employees International Union.

"The workshops serve three basic purposes," says Russel, who himself is blind. "They provide occupational work for the blind or the partially blind. They provide training or retraining for people to re-enter the work force, and they give long-term employment for



They work effectively and safely.



those who don't want to go into the competitive labour market."

Is there resistance from potential employers to hiring trained blind people? "We do not meet the resistance today that we used to years ago," Russel says. "There is an increasing recognition of the blind labour force in Canada. We find, too, that if a sighted employee begins to show signs of blindness, he is assisted instead of being pensioned off—most employers contact the CNIB to see if we can help retrain the employee with new skills so that he can remain on staff."

Some large Canadian companies—such as Canadian General Electric, Imperial Oil, Shell Canada, among others—the federal government, and various government agencies, employ blind and partially blind persons after they have been trained.

"We find that blind workers put in a good day's production. There's no horseplay as with some sighted workers," says Reginald Perks, personnel manager of Canadian General Electric, Peterborough, Ont. "We do the actual training at our plant under the guidance of the CNIB. The blind made excellent workers," he says.

What happens if an employer hires a blind person and it doesn't work out? Russel's advice: "If you can't correct the problem, let him go. But contact us. We may be able to retrain the person for other work."

To anticipate problems that might occur, CNIB placement officers follow up blind persons who have been placed in jobs. The CNIB employment department surveys plants and develops new kinds of employment for blind people. New training programs are also set up.

At the University of Manitoba, Winnipeg, for example, blind computer programmers are being trained. They write the programs in Braille on cards, which are sequentially numbered for a flow chart. They either type up the charts or keypunch the program, or put it on tape.

"The blind can work out the logic for the program because the basic job is a mental operation. Once the program has been debugged, there is nothing to prevent an intelligent blind person from doing the programming," Russel says. "And the computer readout can be printed in Braille if necessary."

Blind persons recently produced a Braille version of the new Income Tax

Act for the use of blind government lawyers. It filled 19 volumes.

In another development at CNIB, an electronic instrument called the Optacon has been introduced. It transfers the printed page to tactile lettering, enabling blind persons to read printed characters directly, not through Braille. In 1973, four CNIB instructors took a special course that qualified them to teach the blind to use the Optacon, and several students have completed the program.

Of Canada's 29,000 blind, 2,800 are working—2,000 of them assisted by the CNIB. Sixty-five per cent of blind Canadians are over 65 years of age.

How should sighted workers treat a blind person working alongside them?

Treat him as a normal person, don't be patronizing, but do:

- Tell him your name so that he will recognize your voice. Make a brief comment if you're leaving your desk or bench—otherwise he may think you're still there and speak.
- Make the blind worker aware of the fact that you are available to help him if he needs help. But let him initiate a request for help, rather than you volunteering.
- If you work in a large office or workshop where there are many aisles you might offer your arm (don't take his) to guide him to his workplace.
- Ensure that there is nothing lying around that might cause him to trip.

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forum

Detrimental Nationalism

It has become fashionable these days to brand union leaders as pro-nationalist and anti-nationalist. The trouble with nationalism is that it comes in many forms—Canadian nationalism, Quebec nationalism, the moderate, the radical and the revolutionary type... The tragedy is that those unions that became obsessed with nationalism have lived to regret it.

The CNTU has become most zealous in offering its members Quebec nationalism, separatism, unilingualism, Marxism and countless other isms, but in two years lost 75,000 members who wanted legitimate trade unionism.

A large Canadian union in British Columbia lost 9,000 members who wanted provincial self-determination. Many Canadian unions, including the CLC, face relentless pressures for greater Quebec autonomy.

Any sincere and responsible trade union leader should be concerned about the divisive and harmful effects that excessive nationalism is creating in the labour movement. The average worker gains nothing from it; in fact, he loses much by such futile dissension. Obsession with nationalism has little relevance in today's global society.

Mike Rygus

Canadian Vice-President, International Association of Machinists and Aerospace Workers
In *The Citizen*, Ottawa

"Catch-up" Bargaining

Much of the turmoil in collective bargaining in Canada over the past year can be attributed to the quite predictable efforts of the working population to catch up with inflation.

Although the five principal measures of labour income published in Canada have certain shortcomings when used alone, together they show that labour lost ground to inflation during the latter stages of the economic boom that ended last year.

The erosion in real earnings—that is, earnings adjusted to eliminate the effects of higher prices—the average worker experienced between 1972 and 1974 reflects both an unusually rapid rate of inflation over this period and the normal kind of wage patterns that occur during the latter stages of a business-cycle expansion.

Workers now are seeking to catch up with inflation and to obtain their traditional share of increased economic output, even though the

Canadian economy has now entered the contraction phase of the business cycle.

Although many of the current issues in collective bargaining are thus quite predictable, some of the pressure on wages can be attributed to the fact that labour in Canada is putting more emphasis on comparative bargaining targets—that is, matching the wages earned by other workers—than they have in the past. In particular, public service workers are making a vigorous attempt to achieve a once-and-for-all improvement in their wages in order to catch up with workers in the private sector.

The public service demands are particularly significant now because there has been a substantial increase in the unionization of these workers in recent years and because they will account for 75 per cent of the employees whose contracts expire in 1975.

While there are undoubtedly some workers in this country who are

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Letters must be signed and length should not exceed 600 words.

underpaid and who deserve a chance to improve their relative wage, any abrupt increase in the relative wages of a large number of workers at this time would be a major new inflationary shock to the Canadian economy.

Thus, to the extent that workers succeed in getting wage increases that are larger than the amounts needed to compensate for changes in prices and in productivity, they will delay the deceleration in inflationary pressures that normally takes place when the economy enters a business contraction especially one as pronounced as that now being experienced in Canada.

Barbara Goldman
and **Judith Maxwell**

Economists with the C.D. Howe
Research Institute, Montreal
In *The Financial Post*



Bargaining in Bad Faith

Collective bargaining as practised in Canada is an irrational, unrealistic dance composed of absurd, ridiculous posturing and nonsensical, unsupportable positions, designed in no way to convince the opposition of the merits of your case, but simply to outfox him.

More than two years ago, I was a member of a committee advising the Ontario government on whether or not to transplant the adversary system of collective bargaining into the provincial school system. In an unsuccessful attempt to forestall the transplantation, I sought to describe to the government typical management and labour attitudes as they really are behind the scenes but not in either group's public pronouncements.

My reconstruction of a typical union negotiator, talking off the record, went like this:

"No matter how realistic we are, the management will cut our proposal in half. So the thing we have learned to do is to get the membership sold on a really high figure and go to the table with their authority to call a strike. Then we sit there and call on management to make its offers. If they offer enough, we make a deal and tell the members that is all we can get. If management is slow to move, or doesn't move far enough, we take their last offer to the members and ask them to turn it down. This usually brings another offer, and, of course every time this happens, our members know management would have cheated them if it hadn't been for the union."

The stance assumed by a typical management was reflected this way:

"Collective bargaining is akin to eastern bazaar haggling. The union comes in with a flock of blue-sky demands, and we put up our best front that no change is called for. We reject accusations that we are offering nothing in return by saying, 'we are prepared to continue the existing high level of benefits,' knowing all the time that we have to do something to keep competitive in the labour market. Later, when we think we know what the union will settle at, we make an offer to get them moving. We always gauge our 'final' offer to leave something for the union committee to demand as a price for their commitment to recommend settlement. On the other hand, if we think the mood is for strike regardless, we leave something out of our 'final' pre-strike offer to settle the strike."

Little wonder people are saying there must be a better way!

Lloyd Hemsworth

President, Innovative Management
Relations Ltd.
In *The Toronto Star*

Call for Restraints

"...I don't think there is much real point in ranting against organized labour as being responsible for the inflationary predicament. In the first place, we in the industrial community cannot expect labour, the work force, to bear the burden in fighting inflation by taking wage increases less than the rate of inflation or the rate at which their money is deteriorating...

Organized labour has been and is exploiting the advantages that have come to hand to win maximum possible gains for its constituents. That is, after all, what its mission in life is all about. The unfortunate part of what I call the collapse of the collective bargaining process is that the body and custom of law and social structure that has evolved in Canada in the last 25 years has left the unions with enormous power and put them in a position where they are able to force these very large settlements from managements who do not have the power to restrain them and from governments who haven't got the political incentive to fight them.

"This situation in time will change—it will change when the voters become sick of it and make known to their elected representatives,...that it must change.

"Only when politicians realize that the majority of the voting people of Canada are fed up with this inflation, fed up with being held to ransom by small groups of grain handlers, or air traffic controllers, or postmen who are able to dislocate the lives of millions of people, and cause great economic injury and hardship to achieve their own selfish ends, will democracy eventually prevail and this nonsense will stop. How soon is up to the voters of this country. We must not expect the politicians to do anything until we let them know we want it done.



"Meanwhile the federal government is talking about the possibility of voluntary restraint. While we haven't heard a great deal about this other than a few short meetings and discussions of a desultory sort...I am sure that the business community will wholeheartedly co-operate with other sectors of the economy in any reasonable approach to a voluntary restraint program.

"Certainly, if there is agreement on the part of our various levels of government to modify their wildly inflationary spending and monetary practices, and on the other hand, an agreement on the part of labour to modify its wage demands, then certainly the business community will be happy to co-operate in any attempts to bring some stability to the economic system."

Walter R. Lawson

In a speech to the British Columbia Division of the Canadian Manufacturers' Association

No 'Profit' in Business

Businessmen owe it to themselves and owe it to society to hammer home that there is no such thing as 'profit'.

There are only 'costs': costs of doing business and costs of staying in business; costs of labour and raw materials, and costs of capital; costs of today's jobs and costs of tomorrow's job and tomorrow's pensions.

There is no conflict between 'profit' and 'social responsibility'. To earn enough to cover the genuine costs which only the so-called 'profit' can cover, is economic and social responsibility—indeed it is the specific social and economic responsibility of

business. It is not the business that earns a profit adequate to its genuine costs of capital, to the risk of tomorrow and to the needs of tomorrow's worker and pensioner, that 'rips off' society. It is the business that fails to do so.

Peter F. Drucker

Author and Professor
Claremont Graduate School
Claremont, California
In *The Wall Street Journal*

Scapegoat Economics

A lot of people who think they know something about economics—or talk as if they do—never get beyond the scapegoat method of analysis.

They pick out someone or something that is supposed to be responsible for all our economic ills. Then, by a careful selection of statistics, the greedy union, multinational companies, the Arabs, the banks, the government, or any other chosen scapegoat can be shown to be guilty...

Last year, in Canada, a favourite target was business. The prime minister fulminated in the House of Commons about "gougers and profiteers" and his line seemed confirmed by daily reports of astonishing increases in corporate profits.

Probably few Canadians stopped to think that the headlines reported short-term fluctuations in profits rather than the longer-term trend, and that the numbers being quoted contained a great deal of inflationary hot air.

But now profits are on the decline and the fickle finger of fate has switched around to point at labour. This year's headlines have been about strikes and high-percentage wage claims and wage settlements.

Curiously enough, some of last year's scapegoats have become scapegoat pickers. Corporate executives, who tried in vain last year to explain that their profits weren't nearly as rich as they seemed, have trooped out to make after-dinner speeches warning the nation that wage settlements at 17 per cent are a dire threat to our economic underpinnings.

It is true of course, that wage settlements in bargaining units of 500 employees or more were running at 17.4 per cent above base wage rates in the last quarter of 1974.

But for anyone to use the figures to prove that labour is getting more than its share of the national economic pie is just as misleading as it was last year to cite a few of the more hair-raising profit changes on a quarter-by-quarter basis as proof of profiteering.

In the first place, the "wage settlements" cited above for the last three months of 1974 affected only a tiny minority—about 3 per cent—of Canadian workers...

Second, the figures are somewhat suspect, especially when used to compare wage gains here and in the United States where wage settlement statistics are compiled on a different basis.

Third, the bare statistic gives no indication how much of the increase is simply a catch-up for ground lost by the workers during past inflation. Nor does it give a longer perspective on the shifting share of the national income going to labour, profits, farmers, and so on. It is subject...to precisely the same criticism as citations of short-term profit increases as evidence of gouging.

The economic review issued...by Finance Minister John Turner's department gives a better perspective.

In 1974...labour income was 54.5 per cent of the gross national product...the smallest proportion since 1948. And corporate profits were 13.1 per cent, the largest proportion since 1951.

In the final three months of the year, labour income gained somewhat, to 55.7 per cent of the GNP and corporate profits dropped to 12.3 per cent. But this was still a relatively low share for labour, in historical terms, and a relatively high share for profits.

...The share of the national income going to profits tends to rise in good times. Labour gains lag behind and tend to rise in recessions.

This may be one of the chief mechanisms for getting us out of recessions, since the renewed demand for care, houses and other goods must come, ultimately, from wages and salaries.

If this is so, then it was bad news, not good news, when Statistics Canada told us...that total labour income had dropped again in February after a decline in January.

Divided among the number of people employed, the February labour income gave each of them 10.6 per cent more pay than a year earlier. But consumer prices jumped by 12 per cent in that same 12 months so the average Canadian wage and salary earner fell behind.

Instead of worrying about wage inflation, we should be worrying that the average worker is getting too little since he is a major factor in getting our stalled economy moving again.

Don McGillivray

*Financial Times News Service
In The Citizen, Ottawa*

Key is Efficiency

If at all possible, non-economic factors, intellectual and spiritual, must be vital ingredients in any economic decision. We need to be able to say how a certain decision, such as...curbing installment buying, or high tariffs on oil imports, will affect our work force. Would these moves strengthen worker satisfaction or increase general discontent? We need an "input-output" model that is sensitive to human contentment.

Plans of government thus must be considered in relation to their impact on work. The massive forty-year campaign to reduce inequality in the distribution of wealth and incomes is a good case in point. Most of us accept the theme that we should help others. Nevertheless, if a tax measure penalizes many more people than it helps, where does equity lie? There is a cost for government "welfare" programs, in further government intrusion in our lives and in heavier tax loads.

It is ever more apparent that knowledge produces productivity and potential contentment...Capital flows in response to greater opportunities

created by the greater productivity of new knowledge. Economic folklore still assumes by and large that labour somehow becomes more productive by working harder. Actually, all economic advances in the last hundred years have meant shorter working hours and less physical labour. We have been able to pay much more for labour, even the most unskilled kind, because knowledge has made the entire economy so much more productive.

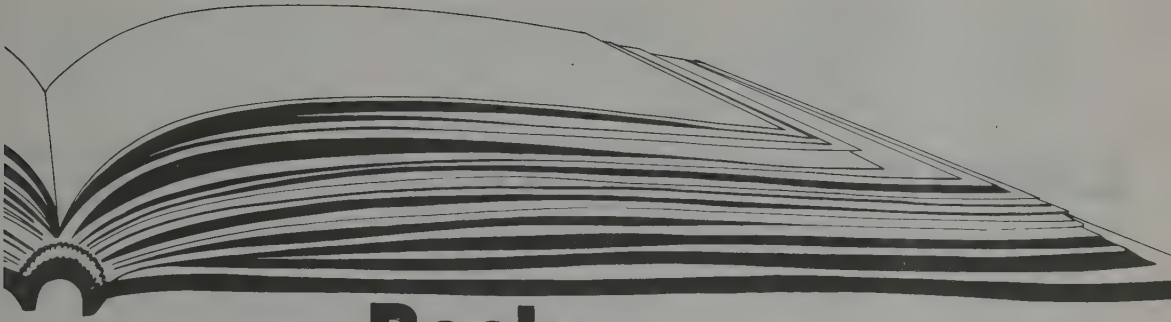
Here is the matter that we should be studying: ways to make the working force more productive, not by working harder, but by working more efficiently. Capitalism is unrivalled in its ability to channel funds to the most efficient parts of the economy, eventually for greatest worker satisfaction.

Then, where a job becomes more interesting because it will involve more skills, there is a better chance of attracting the truly dedicated to the jobs. In this way if less emphasis were placed on getting the most out of an employer or employee, greater mutual benefits could be anticipated.

Bruce Whitestone
In The Spectator, Hamilton



"You will meet a tall, dark, handsome, unemployed man."



Books

The Practice of Industrial Relations

by **David A. Peach** and **David Kuechle**, McGraw-Hill Ryerson Limited, Toronto, 1975, 358 pp.

by **Roy LaBerge**

Written by two faculty members of the School of Business Administration at the University of Western Ontario, this book, as the title suggests, attempts to describe current industrial relations practices in Canada and the United States. It is written for both managers and students of management.

The book includes a capsule history of Canadian labour relations as well as an over-view of labour legislation. There are chapters on union organization, negotiation, mediation, contract administration, arbitration and government employee unionism. Detailed case studies are presented in several chapters, with the contract administration chapter including cases

on hours of work, job assignment, production standards and incentives, and seniority. A concluding chapter, on building an industrial relations system, discusses the advisability and possibility of improving productivity through participative management.

Although the text includes several good chapters and a great deal of useful information, it may be criticized for a somewhat naive approach to its subject, particularly in its treatment of labour history. At times, the authors rise above academic naivete with observations such as this: "It is necessary to understand that most politicians do not understand labour relations." But they occasionally lapse into generalizations like this observation on the effects of the founding of the Canadian Labour Congress in 1956: "The union movement had been a force of conservatism on the continent."

One can guess the reaction to such an observation of anyone who had participated in the 1957 strike by the

United Steelworkers of America at Murdochville, Québec, or the 1959 strike by the International Woodworkers of America in Newfoundland or, for that matter, the founding convention of the New Democratic Party. It might be this observation: "It is also necessary to understand that some academics do not always understand labour relations."

Another area for criticism is the style of writing: the succession of simple sentences that so often appear in the notes professors use from which to dictate their lectures to students.

Despite its limitations, this text on the practice of industrial relations is a useful addition to Canadian writing on the subject. Supported by balanced historical material, it can meet its stated objectives: providing students of management with a learning vehicle for understanding industrial relations practices, and providing managers with an "informative, documentary and practical" reference manual.

Labour Legislation in 1974

Part V—Industrial Safety and Health

by Michel Gauvin

During the past year, changes were made in the occupational safety legislation of the federal jurisdiction and of most provinces. The Northwest Territories also issued a new Safety Ordinance, which applies to any work, undertaking or business carried on in the Territories.

New NWT Ordinance

A new Ordinance respecting the safety of workers was issued in the Northwest Territories and came into force on April 1, 1975. The main content of this Safety Ordinance is similar in many ways to Part IV (Safety of Employees) of the Canada Labour Code. Some changes were made, however, to adapt the legislation to the Northwest Territories situation.

The Commissioner is to appoint a Chief Safety Officer, who will have general supervision and direction of all safety officers in carrying out and enforcing the provisions of the Ordinance and the regulations.

The Commissioner will have the power to undertake research or inquiries into the cause of accidents and the means of prevention. He will also develop and promote safety education programs as he considers it appropriate.

Michel Gauvin is a member of the Analysis and Evaluation Division of the Legislative Research Branch

The powers and duties of safety officers are outlined in the Ordinance and are generally similar to what is found in Part IV of the Canada Labour Code.

A safety officer may give directions in writing for the carrying-out of anything regulated, controlled or required by the Ordinance or the regulations and he may require that his directions be carried out within such time as he specifies.

In case of imminent danger to the safety or health of workers, the safety officer is to notify the employer or person in charge of the establishment of the danger and give directions in writing to the employer or person in charge directing him, within such period of time as he specifies, to take measures for alleviating or reducing the danger and to protect any person from it. When the safety officer considers that this cannot be done immediately, he may direct that the place, matter or thing must not be used until his directions are complied with.

Where any person is aggrieved by a direction or decision of a safety officer, he may, within 30 days from the date the direction or decision is made, appeal to the Chief Safety Officer, who will render his decision 30 days after receiving the appeal. If the appellant is dissatisfied with any direction or decision of the Chief Safety Officer, he may, within 10 days after having received a copy of the decision, appeal to a judge by notice of appeal filed with the "Clerk of the Court".

An appeal to the Chief Safety Officer or to a judge does not operate as a stay of any direction or decision given by a safety officer or the Chief Safety Officer not to use a place, matter or thing.

Provisions dealing with enforcement are included in the Ordinance. Penalties exist not only for an employer but also for a person in charge of an establishment who is guilty of an offence.

Factories

Regulations concerning female factory employees made under the British Columbia Factories Act have been repealed. Women are no longer prohibited from lifting more than 35 pounds or from doing any type of overhead lifting or stacking.

B.C. also issued Occupational Environment Regulations under the Factories Act, 1966. Part I of the Regulations applies to factories, shops and offices as defined in the Act.

Before commencing the erection or alteration of any building intended to be used as a factory, the owner or his agent must submit plans and specifications to an Inspector for approval. This requirement applies to offices and stores when an Inspector so directs. Exemptions can be made by the Inspector General.

Where in any industrial establishment any form of ionizing radiation is used, of 70 degrees Fahrenheit must be maintained in offices and shops and of 65 degrees in factories.

In factories, an Inspector is the judge of the effectiveness of every local exhaust ventilation system. Exhaust systems handling atmospheric contaminants and discharging to the outer air must be provided with suitable air-cleaning devices unless otherwise approved by an Inspector.

The discharge from an exhaust system must be such that no air contamination will enter any window, door or other opening in quantities sufficient to create a health hazard or a nuisance.

Part II of the Occupational Environment Regulations incorporates Regulations Respecting Certain Elevating Devices that came into effect January 1, 1967. Certain additions were made to the old regulations, however.

An operator of a workmen's hoist is required to be selected by the union having jurisdiction over such hoist operators and the union must provide the Chief Inspector with a recommendation in writing signifying his qualifications.

The hoist operator must report to the contractor immediately any apparent

the employer has to provide for special means of construction or appliances as an Inspector may direct.

Proper illumination must be provided and maintained in every part used by employees. Plans and specifications for new lighting systems must be submitted to an Inspector for approval. The Inspector may prescribe in writing a standard in respect to both the level and quality of illumination and for emergency lighting, standby and exterior lighting.

The Regulations include tables setting out the minimum level of illumination to be maintained in working areas of factories, offices and shops according to tasks involving different sight levels. Other tables deal with the brightness ratios and the limits of reflective values in working areas of factories and offices.

The Regulations ensure that workers are not exposed to concentrations of atmospheric contaminants. The American Conference of Governmental Hygienists' threshold limit values are to be used as a guide in appraising acceptable standards. An Inspector will, where necessary, specify other concentrations of contaminants that may affect the health or comfort of workers.

The presence of any substance that can endanger the health of a worker must be indicated clearly in the working area. The percentage of such ingredient has to be provided when requested by the Inspector.

Specifications and drawings of installation or extension of any exhaust, heating, ventilation and air-conditioning systems must be submitted to an Inspector for approval. Regulations specify that outside air must be provided for factories, offices and shops unless an Inspector directs otherwise. No method of ventilation is to be employed when it results in the escape into the air of any fume that can affect the workers. A temperature

defect of the equipment or its operation. If the report is not acted upon within 24 hours, the Chief Inspector must be notified.

First Aid

New first-aid regulations have been passed in Alberta, British Columbia and Québec.

Alberta

In Alberta, the First-Aid Regulations effective March 1, 1974 give a prevention officer the authority to issue an order requiring the employer or supervisor to make such changes, improvements or additions as may be necessary to bring the standard of first-aid supplies and services up to that required by the Regulations.

Where there are more than five workers actively employed at one time at a place of employment and the workers are engaged in any hazardous industries as listed in the Regulations, it is mandatory that at least one worker on every shift have first-aid qualifications acceptable to the Board and that stretcher, blankets and splints be provided. The same applies to industries, other than those designated as hazardous in the Regulations, where there are more than twenty-five workers actively employed at one time at a place of employment, more than five transportation miles from a physician or hospital.

From March 1, 1974 to March 1, 1975 where there are one hundred or more workers actively employed at one time at a place of employment, a first-aider having at least current qualifications in standard first aid must be placed in charge of the first-aid work. After March 1, 1975 the first-aid attendant-in-charge must have qualifications in

advanced first aid. Where there are two hundred or more workers actively employed at a place of employment, a nurse must be placed in charge of the first-aid work.

British Columbia

In British Columbia, regulations were prepared after consultation with a Workmen's Compensation Board Labour-Management Committee and after four public hearings. They came into force on June 1, 1974, except for the provisions relating to the Survival Aid Certificate, which will become effective on a date to be announced.

Industries are ranked in three categories according to probable risk of injuries. The requirements for first-aid equipment, supplies and services are related to the criteria of the number of workers exposed to risk and the accessibility of hospitals.

In general, there has been a reduction in the number of workmen per shift that requires the employer to supply a first-aid room and a first-aid attendant. According to the nature and location of the operation or to the distance from a hospital or equivalent fixed facilities, the Board may order that the number of workers be considered as the greatest number on any one shift or the total number on all shifts.

Any conveyance used by workmen under the control of the employer must now be equipped with a first-aid kit, the size of which is determined by the vehicle seating capacity. Regulations rule that when an employer whose industry is listed in the high risk class has workmen carrying on work activities more than 20 minutes surface travelling time from the main first-aid facilities required, for each group of five or more workmen there must be one workman who holds a Survival First-Aid Certificate. When the number of

workmen is 36 or more, an emergency transportation vehicle must be provided.

Québec

Because of changes in medication and in order to meet new first-aid requirements, Québec issued a new First Aid Services Regulation effective January 26, 1974.

The employer whose industry comes under the Workmen's Compensation Act must maintain first-aid facilities for his employees not only in the place of employment but also in transportation vehicles and at other work locations. There has to be a quarterly verification of first-aid kits and their contents. The quantities of any item specified in the regulation for each first-aid kit may be increased according to the needs.

The regulation provides also for additional first-aid standards for construction, forest industry and transportation.

Protective Equipment

Canada Protective Clothing and Equipment Regulations have been amended. A new section entitled "Life Saving and Rescue Equipment" has been added.

Where an employee performs any kind of work in which there is a risk that he may fall into the water, drown, or require assistance, the employer must ensure that life saving and rescue equipment is provided in a quantity and of a type and quality approved by the Chief of the Accident Prevention Division of the Canada Department of Labour. Such life saving and rescue equipment must be maintained and kept at all times at locations designated by the Division Chief. This

regulation became effective on January 15, 1974.

Electrical Installations

Federal Electrical Safety Regulations have been issued, under the Canada Labour Code. They apply to any employment in connection with any federal work, undertaking or business and to any corporation established to perform any function or duty on behalf of the Government of Canada.

The Canada Electrical Safety Regulations outline in detail what has to be done and what cannot be done by employers and employees about plans, design, construction, operation, use, repair and maintenance of an electrical facility.

General precautions are set out and the regulations provide that in some cases (nature of the work, condition or location of the site) it is necessary that the work be observed by a competent person appointed as a safety watcher to warn employees of danger and to ensure that all safety procedures are complied with.

Québec

Because of technical developments in the field of electricity, a new electrical code has been enacted in Québec under the Electricians and Electrical Installations Act. The code, effective May 1, 1974, prescribes the material and electrical accessories and apparatus that may be used in electrical installation work in the province. /

Elevators and Lifts

An Act to Amend the Elevators and Lifts Act was passed in Prince Edward

Island. The amendments to the Act provide for the appointment of a Chief Inspector by the Minister of Labour and Manpower Resources. The Chief Inspector is given full authority for the enforcement of the Act.

When an elevating device is found to be unsafe by an inspector, he must give notice in writing to the owner and seal the elevating device. No person except an inspector has the authority to break or tamper with a seal.

The Lieutenant-Governor-in-Council may now make regulations respecting "construction hoists".

Boilers and Pressure Vessels

In Québec, the old regulations being obsolete because of technological changes, a new set of regulations was issued under the Pressure Vessels Act. Effective December 27, 1973, they include provisions concerning inspection, repairs, alteration, repairs on safety devices and welding procedure for pressure vessels. They also deal with construction and inspection of pressure vessels, including general requirements, registration of designs, stamping, pressure gauges. etc.

Coming into force September 10, 1974, Newfoundland's new Boiler and Pressure Vessel Regulations have replaced the Boiler and Pressure Vessel Regulations 1963.

The Boilers and Pressure Vessel Regulations 1974 contain provisions relating to the adoption of certain codes or standards, the issuance of certificate of competency to inspectors and power engineers, the registration of pressure plants and the submission of designs for new boilers, pressure vessels and fittings coming under the Act. The regulations also govern the

inspection and testing of any pressure plant.

Construction

A Construction Safety Code issued in Québec under the Industrial and Commercial Establishments Act came into force on September 1, 1974. This code applies to any work carried out on a construction site. It includes the main content of former regulations governing construction sites, handling and use of explosives, work in the proximity of electrical lines, shoring of concrete formwork, use of explosive-actuated tools and work in compressed air.

Old regulations concerning the safety of persons working in tunnels and open caissons and also regulations related to works performed on underground sites have been revised because of present technological and administrative conditions. In addition, new legislation concerning the safety of persons working on streets, roads and highways has been introduced in the Code.

Alberta

In Alberta the Construction Regulations that had been in existence for one year have been replaced by new Construction Safety Regulations, which came into force January 1, 1975. As in the past, the regulations cover such industries as building, construction, demolition, trenching, pipeline construction, excavating, tunnelling and shaft sinking.

The former regulations were rewritten and the safety requirements are now more detailed. New requirements for some hazards and dangerous equipment or installations also have been brought into the legislation.

Mining

Newfoundland and New Brunswick amended their regulations concerning safety and health in mining operations.

In Newfoundland, regulations were issued under the Mines Act and deal with the safety of underground vehicles. Such vehicles must be equipped with seat belts or restraining harness for the operator and each passenger, and an overhead roll-bar must be installed. Specifications must be provided to the Chief Inspector of Mines for approval before such equipment is installed, altered or used.

Also in Newfoundland, The Mines (Safety of Workmen) (Amendment) Regulations, 1974 provide that no substance can be used in any mine as fuel in or for an internal combustion engine of the compression-ignition type unless it conforms to specifications made by the Canadian Government Specifications Board.

New Brunswick's regulations concerning the operation of mines and quarries under the Mining Act have been revised to increase fire protection underground. The regulations deal also with unused underground workings, which may represent a danger to miners because of the possible accumulation of dangerous gases. In addition the regulations contain new requirements regarding the equipment used in mines.

Inspection Visits

The British Columbia Workmen's Compensation Amendment Act, which was assented to June 20, 1974, provides that employer and worker representatives have the right to accompany officers of the Workers' Compensation Board on all job-site inspection.

The employer appoints the management representative, and where a union is certified it appoints the worker representative. Where there is no union, the worker representative is selected by and from the workers on the Accident Prevention Committee.

Where there is more than one employer or union on a job site, the officer of the Board decides which employer or union will appoint a representative. That decision is made after considering which employer appears to be the prime contractor or to have the most workers on the site or workers with the greatest exposure to hazard and after considering which union appears to have the most members or which has the members with the greatest exposure to hazard.

An employer may object to the selection of a worker representative on the ground that the appointment would hamper production; another worker will then be chosen. But an employer may object to only one selection on that ground. The worker representative continues to be entitled to the wages he would receive if he were at his regular duties.

These provisions apply to inspection visits made on or after September 1, 1974.

Committee on Industrial Health and Safety

On May 11, 1974 an Order in Council was passed in Québec concerning the formation of a committee on Industrial Health and Safety.

Various causes brought about the formation of this committee. The enforcement of laws and regulations was under the jurisdiction of different departments and bodies. Consequently employers, employees, associations, unions and other persons had to consult different bodies in order to be

able to conform to laws and regulations and to take necessary preventive measures. There also was a need to co-ordinate the activities of the departments and bodies whose responsibility it is to see to the enforcement of laws respecting industrial health and safety, as well to the prevention of work accidents and industrial diseases. Finally it became urgent to establish a comprehensive policy respecting health and safety in the province.

The committee is established under the name "Committee on Industrial Health and Safety" and is responsible to the Minister of Labour and Manpower. It is composed of representatives of departments and bodies interested in the prevention of occupational accidents and diseases.

The committee must make a monthly report of its activities, as well as a summary of the situation, to the Minister of Labour and Manpower, and recommend amendments to the present laws and regulations, prevention methods and organization of material and manpower resources. It may make any other recommendation it deems necessary respecting the preparation of a comprehensive policy for the prevention of work accidents and industrial diseases. The committee has the duty also to establish means of co-ordination between the different departments and bodies interested in this field.

Protection Against Noise

Alberta has amended its regulation respecting the protection of workers from the effects of noise. The table showing permissible noise exposures has been replaced. The new table shows a general reduction of 5 DBA(decibels) in the sound level acceptable per level of duration of work. For 8-hours-a-day exposure, the

permissible sound level is now of 85 DBA. This came into force January 1, 1974.

General

Alberta Safety regulations respecting petroleum, lumber, explosives and general safety regulations have been replaced, effective January 1, 1974. Some technical changes have been made and the term workman or workmen has been replaced by worker(s) as in the Workers' Compensation Act.

An Act to amend the Explosives Act was passed by the Senate of Canada, on November 21, 1974, but has not yet been proclaimed in force. The general purpose of these amendments is to provide for greater control over explosives, especially in those areas relating to their purchase, possession and transportation.

In Manitoba, The Power Engineers Act will replace The Operating Engineers and Firemen Act when proclaimed; however, the regulations will continue in force until separately amended or repealed.

An Act to amend The Industrial Safety Act, 1971, of Ontario was assented to December 10, 1974. This Act will come into force on a day to be named by proclamation. The purpose of the Bill is to repeal "The Loggers' Safety Act" and to make The Industrial Safety Act, 1971 applicable to logging.

An Act to provide for an Ontario Building Code is also awaiting proclamation. The Bill provides the statutory authority for the establishment and enforcement of an Ontario Building Code to replace the existing building standards established by municipal by-law and the provincial plumbing code. The enforcement in municipalities will remain with the municipalities.

Fifty Years Ago

"The problem of human relations can be solved only on an ethical basis..." said the manager of the co-operative department of the Studebaker corporation, in a paper read at a meeting of the Society of Industrial Engineers in Cleveland, Ohio. A new labour council was formed in Toronto in which only purely Canadian unions were represented. And Ottawa City Council adopted a rule that every man who was hired for city work must be a British subject... These were among the topics that appeared in the July 1925 issue of *The Labour Gazette*.

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In a paper read at the annual meeting of the Society of Industrial Engineers, in Cleveland, Ohio, Dr. Charles A. Lippincott, manager of the co-operative department of the Studebaker corporation, criticized the "welfare work" carried out in some industries. "Many efforts have been made," he said, "to bring about closer relations between management and men. The problem of human relations can be solved only on an ethical basis; it cannot be solved by any welfare plans that were formerly popular and are still used in some plants. I do not believe in welfare plans; they involve paternalism, and men resent it. They say: 'Give me what is due me, and I will look out for myself.' Men do not want gratuities. At one time managers thought that the more servile their men were the better was their labour situation. We are getting away from that now, and I am opposed to anything that savours of paternalism or gratuity... The big problem today is

the education of men to get them to understand the policy of the Board of Directors. It is dollars and cents for the company to have foremen who are leaders rather than drivers of men. It makes no difference how modern equipment and methods of a plant may be. The whole matter comes back to men. Industry has spent millions in other directions, but has not spent much on solving the problem of handling men intelligently; and until it does, it will not get far in solving the problem of human relations."

Dr. Lippincott said that one result of the announcement by Henry Ford, several years ago, of a minimum wage of five dollars a day—a much higher rate than any other company was paying at that time—was that the labour turnover declined from about 500 per cent to less than 14 per cent a year, so that although he paid a much larger amount in wages per employee, he actually saved money because of the small labour turnover, and because it was not difficult to obtain all the suitable labour required.

Commenting on Dr. Lippincott's remarks, the *Canadian Textile Journal* said: "Dr. Lippincott may be entirely right as regards paternalism and gratuities; but one thing is certain, and that is that it will pay any concern to refuse to tolerate slovenliness in any form, to encourage accuracy and neatness among its workmen, and to make their surroundings as comfortable and clean as circumstances will permit. Don't allow dirt and rubbish to accumulate. Keep

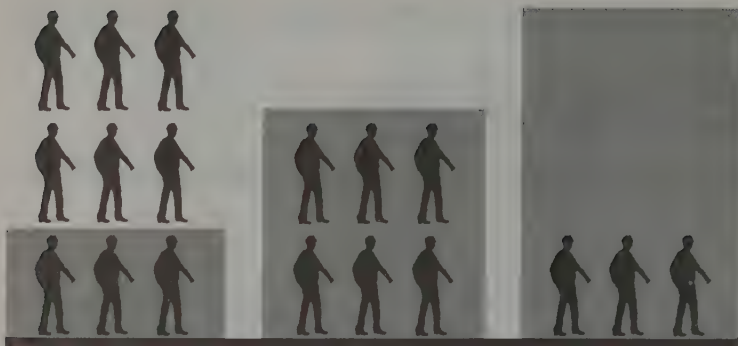
the windows clean. Dirty windows keep out a large amount of light; they offend the eye, and they tend to promote shiftlessness. Above all, try so to arrange things that the men themselves will be desirous of helping to accomplish this. We know this last can be done because we have seen it tried; and the ultimate effect on the men was to make them take pride in their surroundings and pride in their work; they are glad to co-operate in enforcing and observing the company's rules, and the number leaving its employ was a very small percentage of the whole."

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Ottawa City Council, in June 1925, adopted a rule that every man who was hired for city work must be a British subject, either by birth or naturalization. All employees, other than those on the monthly pay list, were required to be married men or householders who supported a household.

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A new labour council was formed in Toronto in June, 1925, in which only purely Canadian unions were represented. The organization meeting was under the auspices of the Canadian Federation of Labour. Among the unions represented in the Council were the Amalgamated Society of Carpenters, the Canadian Electrical Trades Union, the Toronto Transportation Employees and the Piano Action and Key Workers.



PRICES & EMPLOYMENT

Consumer, May

The Consumer Price Index (CPI) for Canada (1961-100) advanced 0.8 per cent to 181.3 in May from 179.8 in April, an increase somewhat greater than in the preceding month but less than half that registered between April and May in 1974. Almost two fifths of the monthly overall advance resulted from higher food prices, which rose by 1.1 per cent; housing accounted for another one quarter of the increase. The index for all items excluding food rose 0.8 per cent—about the same rate of change during the first five months of 1975. Between May 1974 and May 1975, the total CPI advanced 10.1 per cent. Although the 1.1 per cent rise in the food index between April and May was the largest monthly increase since the beginning of the year, it was below the 3.0 per cent increase reported in the same period in 1974.

The main cause of the advance of 0.8 per cent in the index for all items other than food was increased shelter costs for both owned and rented accommodation; higher prices for tobacco products, and for recreational equipment; and increased movie admission charges. Between April and

May, the housing index advanced from 177.8 to 178.8; transportation, 163.7 to 164.2; health and personal care, 185.7 to 188.3; recreation, education and reading, 170.4 to 172.9; and tobacco and alcohol, 158.1 to 161.7. The clothing index was unchanged at 159.6. In terms of relative price change between goods and services, from April to May, goods increased by 0.9 per cent and services by 0.6 per cent. Between May 1974 and May 1975, both goods and services registered price increases of 10.1 per cent.

Employment, May

The seasonally adjusted employment level for May was 9,290,000, an increase of 82,000 from April. For persons 14 to 24 years of age, the level increased by 46,000, and for women 25 years of age and over, by 30,000. For men 25 years old and over, employment increased by 11,000. Full-time employment increased by 51,000 for men and by 23,000 for women. Part-time employment increased by 13,000.

On a provincial basis, employment increased in Ontario by 26,000; in Quebec by 23,000; in British Columbia by 17,000; in Alberta by 6,000; and in Newfoundland by 4,000. In Nova Scotia the level declined by 4,000, while in Manitoba, New Brunswick, Prince Edward Island and Saskatchewan, there was little change. The seasonally adjusted unemployment rate for Canada was 7.1 per cent in May, a decline of 0.1 per cent from April, Statistics Canada reported. In May a year ago it was 4.9 per cent. For persons 14 to 24 years of age, the rate declined 0.4 per cent to 12.5, for men 25 years and over it increased by 0.1 per cent to 5.5, and for women 25 years and over it declined by 0.1 per cent to 4.4.

The unemployment rate increased by 1.9 per cent to 10.2 per cent in Nova Scotia; 1.4 per cent to 12.7 per cent in New Brunswick; 0.2 per cent to 6.3 per cent in Ontario; and 0.2 per cent to 4.9 per cent in Manitoba. The rate declined by 0.4 per cent to 8.6 per cent in Quebec; 0.4 per cent to 3.7 per cent in Alberta; and 0.4 per cent to 7.7 per cent in British Columbia. The rates in Newfoundland, 17.5 per cent, and Saskatchewan, 2.6 per cent, remained unchanged. There was a decrease of 2,000 to 715,000 in the seasonally adjusted unemployment level in May. The unemployment level for men 25 years of age and over increased by 7,000 and the level for persons 14 to 24 years of age declined by 6,000. Short-term unemployment (unemployed for three months or less) declined by 8,000, and long-term unemployment (unemployed for four months or more), increased by 9,000.

The level of unemployment declined in Quebec by 11,000; in British Columbia by 4,000; and in Alberta by 3,000. It increased in Ontario by 12,000; in Nova Scotia by 6,000; and in New Brunswick by 4,000. In Newfoundland, Manitoba and Saskatchewan there was little or no change.



CONCILIATION

During April the Minister of Labour appointed conciliation officers to deal with the following disputes:

The Newfoundland Broadcasting Company Limited, St. John's, Nfld., and National Association of Broadcast Employees and Technicians (Conciliation Officer: W.J. Gillies).

Brown and Ryan Limited, Montréal, Qué.; Logistec Corporation, Montréal, Qué.; Les Elévateurs de Sorel Limitée, Sorel, Qué.; Ceres Stevedoring Co. Limited, Montréal, Qué.; Cullen Stevedoring Co. Limited, Montréal, Qué.; Empire Stevedoring Co. Limited, Montréal, Qué.; and Wolfe Stevedores (1968) Limited, Montréal, Qué.; and le Syndicat National des Débardeurs de Sorel (Conciliation Officer: G.R. Doucet).

Les Elévateurs de Sorel Limitée, Sorel, Qué.; and le Syndicat National des Employés des Elévateurs à grain de Sorel (Conciliation Officer: G.R. Doucet).

Cape Breton Development Corporation (Coal Division), Sydney, N.S., and United Mine Workers of America,

District 26 (representing miners) (Conciliation Officers: C.A. Ogden and R.L. Kervin).

Midland Superior Express Limited, Calgary, Alta., and General Teamsters, Local 362; General Drivers, Warehousemen and Helpers, Local 979 and Chauffeurs, Teamsters and Helpers, Local 395 (representing line haul owner/operators in Alberta, Saskatchewan and Manitoba (Conciliation Officer: D.H. Cameron).

Midland Simcoe Elevator Company Limited and Midland Grain Elevator Company, Midland, Ont., and Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees (representing grain elevator employees) (Conciliation Officer: K. Hulse).

The Canada Coach Lines Limited, Hamilton, Ont., and Amalgamated Transit Union, Division 107 (Conciliation Officer: H. Bartenbach).

United Air Lines, Inc., Vancouver International Air-port, Vancouver, B.C.,

and International Association of Machinists and Aerospace Workers, Local Lodge 1500 (Conciliation Officers: D.H. Cameron and J.M. Collins).

Télé-Métropole Inc., Montréal, Qué.; and Canadian Union of Public Employees (Broadcast Division) (Conciliation Officer: G.R. Doucet).

Cargill Grain Company Limited, Baie Comeau, Qué., and Canadian Merchant Service Guild (Conciliation Officer: S.T. Payne).

Kleysen's Cartage Co. Ltd., and Kleysen's Inc., and Oil, Chemical and Atomic Workers International Union, Local 9-892 (representing a unit of employees based at Esterhazy, Saskatchewan and North Gate, North Dakota) (Conciliation Officer: A.E. Koppel).

National Harbours Board (Montréal Harbour), Montréal, Qué., and United Transportation Union, Local 1673 (Conciliation Officer: M.K. Carson).

Messabec Limitée, Montréal, Qué., and Seafarers' International Union of

Canada (Conciliation Officer: M. Archambault)

Northumberland Ferries Limited, Charlottetown, P.E.I., and Canadian Brotherhood of Railway, Transport and General Workers, Local 508 (representing licensed personnel) (Conciliation Officer: R.L. Kervin).

Northern Telephone Limited, New Liskeard, Ont., and Communications Workers of Canada (Conciliation Officer: K. Hulse).

Eastern Provincial Airways (1963) Limited, Gander, Nfld., and Canadian Air Line Employees Association (representing a unit of Marketing Division employees) (Conciliation Officer: W.J. Gillies).

Atomic Energy of Canada Limited and Society of Professional Engineers and Associates of Atomic Energy of Canada Limited (representing a unit of professional employees with Power Projects, Sheridan Park, Mississauga, Ont.) (Conciliation Officer: H. Bartenbach).

Canadian Broadcasting Corporation, Montréal, Qué., and l'Association des Réalistes de la Radio (Conciliation Officer: G.R. Doucet).

B. Williamson Trucking and Leasing Limited, St. Catharines and Richmond Hill, Ont., and Teamsters Locals 879 and 938 (Conciliation Officer: H.A. Fisher).

Hill Security Limited, Toronto and Ottawa, Ont., and Teamsters Locals 419 and 91 (Conciliation Officer: H. Bartenbach).

Settlements by conciliation officers.

National Harbours Board, Prescott, Ont., and Public Service Alliance of Canada (representing casual and prevailing rate grain elevator employees) (Conciliation Officer: M.K. Carson) (LG, June).

National Harbours Board, Port of

Québec, Qué., and Public Service Alliance of Canada (representing a unit of office employees) (Conciliation Officer: G.R. Doucet) (LG, May).

Quinn Freight Lines, Inc., Saint John, N.B., and Teamsters, Chauffeurs, Warehousemen, Helpers and Miscellaneous Workers, Local 76 (Conciliation Officer: R.L. Kervin) (LG, May).

CKY-TV, MTV Limited, Winnipeg, Man., and National Association of Broadcast Employees and Technicians (representing office employees) (Conciliation Officer: A.E. Koppel) (LG, May).

Star Transfer Limited, Timmins, Ont., and Teamsters Local 938 (representing a unit of office employees) (Conciliation Officer: T.B. McRae) (LG, May).

Canadian Pacific Limited (British Columbia Coast Steamship Service), Vancouver, B.C., and Canadian Merchant Service Guild (Conciliation Officers: D.H. Cameron and J.M. Collins) (LG, May).

Harbour Ferries Limited, Vancouver, B.C., and Canadian Merchant Service Guild (Conciliation Officer: J.M. Collins) (LG, April).

Mid-West Truck Lines Ltd., Winnipeg, Man., and General Drivers, Warehousemen and Helpers, Local 979 (Conciliation Officer: A.E. Koppel) (LG, February).

Disputes in which there was no further conciliation action under Canada Labour Code (Part V—Industrial Relations). Maple Leaf Mills Limited (Master Feeds Branch), London, Ont., and Teamsters, Chauffeurs, Warehousemen and Helpers, Local 141 (Conciliation Officer: H.A. Fisher) (LG, May).

Chapman Transport Ltd., Kelowna, B.C., and General Truck Drivers and Helpers, Local 31; Teamsters Local

213 (representing a unit of office and clerical employees) (Conciliation Officer: D.H. Cameron) (LG, May).

Transport d'Anjou Inc., Rivière-du-Loup, Qué., and Canadian Brotherhood of Railway, Transport and General Workers (Conciliation Officer: M. Archambault) (LG, May).

National Arts Centre Corporation, Ottawa, Ont., and International Alliance Theatrical Stage Employees and Moving Picture Machine Operators of the United States and Canada (Conciliation Officer: M.K. Carson) (LG, May).

Imperial Marine Industries Limited, North Surrey, B.C., and Canadian Merchant Service Guild (representing a unit of masters and mates) (Conciliation Officer: A.A. Franklin) (LG, April).

Settlements reached following decision to take no further conciliation action under Canada Labour Code (Part V—Industrial Relations). Chapman Transport Ltd., Kelowna, B.C., and General Truck Drivers and Helpers, Local 31; Teamsters Local 213 (representing a unit of office and clerical employees) (Conciliation Officer: D.H. Cameron) (see above).

National Arts Centre Corporation, Ottawa, Ont., and International Alliance Theatrical Stage Employees and Moving Picture Machine Operators of the United States and Canada (see above).

Canadian Machinery Movers Limited, Windsor, Ont., and Teamsters, Chauffeurs, Warehousemen and Helpers Union, Local 880 (LG, June).

Conciliation commissioner appointments. Cape Breton Development Corporation (Coal Division), Sydney, N.S., and United Mine Workers of America, District 26 (representing miners) (Conciliation

Commissioner: Lorne O. Clarke, Q.C.) (see above).

Conciliation commissioner reports received. Greyhound Lines of Canada Ltd., Calgary, Alta., and Amalgamated Transit Union, Division 1374 (representing a unit of drivers, terminal and garage employees) (Conciliation Commissioner: Professor Joseph C. Smith) (LG, June).

Maritime Employers Association, Ports of Montréal and Québec City, Qué., and International Longshoremen's Association, Locals 1657 and 1605 (Conciliation Commissioner: Judge Alan B. Gold) (LG, June).

Conciliation commissioner settlement. National Harbours Board, Port of Montréal, Montréal, Qué., and

Syndicat national des employés du Port de Montréal (CSN) (representing general workers, grain elevator employees, refrigerator warehousemen and stationary engineers) (Conciliation Commissioner: Pierre Dufresne) (LG, June).

Strike action following conciliation commissioner procedure. Maritime Employers Association, Ports of Montréal and Québec City, Qué., and International Longshoremen's Association, Locals 1657 and 1605 (strike action commenced April 17, 1975) (see above).

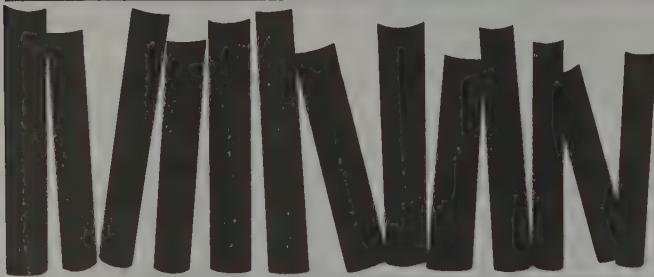
The City of Whitehorse, Y.T., and International Union of Operating Engineers, Local 115 (strike action commenced April 3, 1975 and terminated April 23, 1975 with the

mediation assistance of G.W. Rogers) (LG, June).

Appointment of mediators under Sec. 195 of the Canada Labour Code (Part V—Industrial Relations). The City of Whitehorse, Y.T., and International Union of Operating Engineers, Local 115 (Mediator: G.W. Rogers) (see above).

Moffat Communications Limited, Vancouver, B.C., and Canadian Union of Public Employees, Broadcast Division (Mediator: D.H. Cameron) (LG, May).

Settlement by mediator. The City of Whitehorse, Y.T., and International Union of Operating Engineers, Local 115 (Mediator: G.W. Rogers) (see above).



Additions to the Library

LIST NO. 315

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly if there is no local library. When requesting loans, please indicate the publication numeral and the month listed.

ARBITRATION, INDUSTRIAL

1. Joliffe, Edward Bigelow. Adjudication in the Canadian public service. Montreal, 1974. p.351-363. Extract from McGill Law Journal, Vol.20, no.3, 1974.

AUTOMOBILE INDUSTRY AND TRADE

2. Cowan, Ralph Keith. Effects of the United States-Canadian automotive agreement on Canada's manufacturing, trade and price posture. Ann Arbor, University Microfilms, 1975. 150p.

BLACKS

3. Clairmont, Donald Hayden J. Africville: the life and death of a Canadian Black community, by Donald H. Clairmont and Dennis William

Magill. Toronto, McClelland and Stewart, 1974. 272 p.

BUILDING TRADES

4. Ontario. Royal Commission on Certain Sectors of the Building Industry. Report. Toronto, Queen's Printer, 1974, i.e. 1975. 2 v.

CANADA—POLITICS AND GOVERNMENT

5. Jackson, Robert J. The Canadian legislative system; politicians and policy-making, by Robert J. Jackson and Michael M. Atkinson. Toronto, Macmillan of Canada, 1974. 196p.

COLLECTIVE BARGAINING

6. Derber, Milton. Collective bargaining by state governments in the twelve midwestern states, by Milton Derber, Peter Pashler, and Mary Beth Ryan. Urbana, Institute of Labor and Industrial Relations, University of Illinois, 1974. 81p.

DIRECTORS OF CORPORATIONS

7. Heath, Morris. Size and composition of boards of directors.

Ottawa, Conference Board in Canada, 1973. 24p.

DISCRIMINATION IN EMPLOYMENT

8. Columbia Human Rights Law Review. In pursuit of fair employment: a symposium on recent developments. New York, 1973. p.261-564.

9. Information Science Incorporated. Humanic Designs Division. How to eliminate discriminatory practices; a guide to EEO compliance. New York, AMACOM, 1975. 80p.

10. McIntosh, Neil. The extent of racial discrimination, by Neil McIntosh and David J. Smith. London, P.E.P., 1974. 55p.

ECONOMIC FORECASTING

11. Shepherd, J.R. The Treasury short-term forecasting model, by J.R. Shepherd, H.P. Evans and C.J. Riley, and Simulations with the Treasury model, by H.P. Evans and C.J. Riley. London, H.M.S.O., 1974. 55p.

ECONOMIC POLICY

12. Political and Economic Planning. Reshaping Britain; a programme of economic and social reform. London, P.E.P., 1974. 98p.

ECONOMICS

13. Archer, Maurice. Introductory microeconomics: a Canadian analysis. Toronto, Macmillan of Canada, 1974. 418p.

EMPLOYEES—RATING

14. Staff appraisal, by G.A. Randell and others. London, Institute of Personnel Management, 1972. 79p.

EMPLOYEES' BENEFIT PLANS

15. Bureau of National Affairs, Washington, D.C. Employee health & welfare benefits. Washington, 1974. 32p.

ENERGY

16. Committee for Economic Development. Achieving energy independence; a statement on national policy by the Research and Policy Committee of the Committee for Economic Development. New York, 1974. 91p.

GRIEVANCE PROCEDURES

17. Peach, David Alan. Grievance initiation and resolutions; a study in basic steel, by David A. Peach and E. Robert Livernash. Boston, Division of Research, Graduate School of Business Administration, Harvard University, 1974. 155p.

HOURS OF LABOUR

18. Australia. Department of Labor and Immigration. Standard hours of work; Australia and overseas. Melbourne, 1974. 96p.

19. Barry, Anthony. Holidays and hours of work in the European

Community. London, Institute of Personnel Management, 1974. 74p.

INCOME

20. Redistribution through public choice. Harold M. Hochman and George E. Peterson, editors. New York, Columbia University Press, 1974. 341p.

INDUSTRIAL HEALTH

21. Great Britain. Joint Advisory Committee on Safety and Health in the Construction Industries. Precautions in the use of asbestos in the construction industry; a report by the sub-committee of the Joint Advisory Committee on Safety and Health in the Construction Industries. London, H.M.S.O., 1974. 9p.

INDUSTRIAL RELATIONS—RESEARCH

22. Inter-University Study of Labor Problems in Economic Development. Industrialism and industrial man reconsidered; some perspectives on a study over two decades of the problems of labor and management in economic growth, by John T. Dunlop, Frederick H. Harbison, Clark Kerr and Charles A. Myers; final report of the Inter-University Study of Labor Problems in Economic Development, later designated as the Inter-University Study of Human Resources in National Development. Princeton, N.J., Inter-University Study of Human Resources in National Development, 1975. 99p.

INSURANCE, UNEMPLOYMENT

23. American Enterprise Institute for Public Policy Research.

Unemployment compensation: proposed permanent changes. Washington, 1974. 63p.

LABOUR BUREAUS

24. California. Department of Industrial Relations. The State Department of Industrial Relations at work...for Californians at work; functions of the State Department of Industrial Relations, its legal obligations and responsibilities. San Francisco, 1974. 52p.

25. California. Division of Industrial Safety. Division of Industrial Safety Operations. San Francisco, 1974. 16p.

LABOUR TERMS

26. European Association for Personnel Management. Glossaire de gestion de personnel. Glossary for personnel administration...Paris, 1970. 133p.

MANAGEMENT

27. Jervis, Frank Robert Joseph. Bosses in Britain business; managers and management from the Industrial Revolution to the present day. London, Routledge and K. Paul, 1974. 184p.

MANPOWER POLICY

28. Davidson, Roger Harry. The politics of comprehensive manpower legislation. Baltimore, Johns Hopkins University Press, 1972. 115p.

29. Employment, incomes and equality; a strategy for increasing productive employment in Kenya. Geneva, International Labour Office, 1972. 600p.

30. Hiestand, Dale Leroy. High level manpower and technological change in the steel industry; implications for

corporate manpower planning. Foreword by Eli Ginzberg. New York, Praeger, 1974. 88p.

PAPER MAKING INDUSTRY AND TRADE

31. Canadian Pulp and Paper Association. Background paper members of the Federal Cabinet. Montreal, 1975. 26p.

PENSIONS

32. Compensation Review. Pension reform. New York, AMACOM, 1974. p.14-35. Four articles in issue, Vol. 6, no.4, Fourth quarter 1974.

33. Complementary pension institutes or complementary schemes; twelve national summaries and two studies; documents presented at the Fifth International Conference of Social Security Actuaries and Statisticians, Berne, 1971. Geneva, International Social Security Association, 1973. 239p.

PROFIT-SHARING

34. Guide to modern profit sharing. Chicago, Profit Sharing Council of America, 1973. 229p.

RAILROADS

35. Legislative history of the Railway labor act, as amended (1926 through 1966). Prepared for the Subcommittee on Labor of the Committee on Labor and Public Welfare, United States Senate. Washington, G.P.O., 1974. 1381p.

SOCIAL SECURITY

36. Group of Experts on Social Security Planning. Current issues in social security planning: concepts and techniques; papers and summary of discussions of the Group of Experts

on Social Security Planning, Brussels, 19-21 October 1972. Geneva, International Social Security Association, 1973. 162p.

37. The planning of social security; paper presented at Meeting on the Sociology of Social Security, 7th World Congress of Sociology, Varna, Bulgaria, 1970. Geneva, International Social Security Association, 1971. 189p.

38. The role of social services in social security: trends and perspectives; report of Round Table Meeting, Moscow, 22-25 May 1973. Geneva, International Social Security Association, 1974. 154p.

STATUS OF WOMEN

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WOMEN-EMPLOYMENT

45. Ottawa Conference on the Role of Women in the Public Service, 1974. Conference report, Ottawa Conference on the Role of Women in the Public Service...January 24 & 25, 1974. Ottawa, Office of Equal Opportunities for Women, Public Service Commission, 1975. 57p.

46. Task Force on Working Women. Exploitation from 9 to 5; report of the Twentieth Century Fund Task Force on Women and Employment. Background paper by Adele Simmons and others. Lexington, Mass., Published by Lexington Books for Twentieth Century Fund, 1974, c1975. 200p.

WORK SATISFACTION

47. Davey, Douglas Mackenzie. Attitude surveys in industry, by D. Mackenzie Davey, D. Rockingham Gill and P. McDonnell. London, Institute of Personnel Management, 1970. 62p.

48. Managerial values for working, by Vincent S. Flowers and others. New York, AMACOM, 1975. 50p.

WORKING CONDITIONS

49. Expériences en vue d'une organisation plus humaine du travail industriel; compte rendu d'un colloque international qui s'est tenu à Paris les 26 et 27 janvier 1973, établi par Jean-Marc Clerc. Paris, Librairie Armand Colin, 1973. 114p.

WORLD EMPLOYMENT PROGRAM

50. Bureau international du travail. Programme mondial de l'emploi; rapport sur l'avancement des recherches. Genève, 1974. 134p.

labour statistics

Principal Items	Date	Amount	Percentage Change from			
			Previous Month		Previous Year	
TOTAL CIVILIAN LABOUR FORCE*		(in thousands)				
Week ended April 19, 1975		9,804	+	0.2	+	3.8
Employed	April 1975	9,009	+	0.7	+	1.5
Agriculture	"	445	+	9.6	-	4.3
Non-agriculture	"	8,564	+	0.3	+	1.8
Paid workers	"	7,976	+	0.5	+	1.7
At work 35 hours or more	"	7,058	+	1.1	+	15.2
At work less than 35 hours	"	1,564	+	1.4	-	32.4
Employed but not at work	"	387	-	9.2	-	10.4
Unemployed	"	795	-	5.4	+	40.0
Atlantic	"	111	-	5.9	+	23.3
Quebec	"	273	-	4.5	+	26.4
Ontario	"	248	-	8.8	+	65.3
Prairies	"	69	+	7.8	+	38.0
British Columbia	"	93	-	7.9	+	50.0
Without work and seeking work	"	734	-	4.2	+	39.8
On temporary layoff up to 30 days	"	61	-	16.4	+	41.9
INDUSTRIAL EMPLOYMENT (1961 = 100)†	January 1975	138.3	-	2.3	+	0.1
Manufacturing employment (1961 = 100)†	"	125.6	-	2.3	-	4.0
IMMIGRATION	Calendar year 1974	218,465	-			
Destined to the labour force	"	106,083	-			
STRIKES AND LOCKOUTS						
Strikes and lockouts	March 1975	162	+	6.0	+	12.0
No. of workers involved	"	46,403	+	24.0	-	9.0
Duration in man days	"	491,230	+	32.0	+	12.0
EARNINGS AND INCOME						
Average weekly earnings (ind. comp.)†	January 1975	192.11	+	4.5	+	18.4
Average hourly earnings (mfg.)†	"	4.76	+	1.3	+	17.8
Average weekly hours paid (mfg.)†	"	38.6	+	5.2	+	1.6
Consumer price index (1961 = 100)	April 1975	179.8	+	0.5	+	11.1
Index numbers of weekly wages in 1961 dollars (1961 = 100)‡	January 1975	138.6	+	5.4	+	2.1
Total labour income (millions of dollars)†	March 1975	6,790.1	+	1.9	+	14.4
INDUSTRIAL PRODUCTION†						
Total (average 1961 = 100)	March 1975	210.0	-	0.8	-	6.9
Manufacturing	"	206.9	-		-	7.4
Durables	"	237.3	+	0.4	-	8.4
Non-durables	"	182.8	-	0.4	-	6.4
NEW RESIDENTIAL CONSTRUCTION**						
Starts	March 1975	6,261	-		-	53
Completions	"	9,954	-		-	31
Under construction	"	120,855	-		-	27

*Estimates of the labour force, the employed and the unemployed, are from The Labour Force, a monthly publication of Statistics Canada, which in addition, contains the characteristics of the labour force, together with definitions and explanatory notes.

†Advance data.

‡Preliminary.

**Centres of 10,000 population or more.

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Economics and Research Branch of the Canada Department of Labour on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first three tables in this section cover strikes and lockouts that amount to 10 or more man-days. The number of workers involved includes all workers reported on strike or lockout, whether or not they all belonged to the union directly involved in the disputes leading to the work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included.

STRIKES AND LOCKOUTS, 1970-1975

Month or Year	Strikes and Lockouts Beginning During Month or Year	Strikes and Lockouts	Workers Involved	Strikes and Lockouts in Existence During Month or Year	
				Duration in Man-Days	Percentage of Estimated Working Time
1970	503	542	261,706	6,539,560	0.39
1971	547	569	239,631	2,866,590	0.16
1972	556	598	706,474	7,753,530	0.43
1973	677	724	348,470	5,776,080	0.30
† 1974	1,170	1,216	592,220	9,255,120	0.46
† 1974:					
February	71	132	44,475	424,270	0.28
March	83	144	51,473	437,630	0.27
April	120	187	66,484	620,510	0.38
May	143	254	96,535	1,398,940	0.80
June	121	226	217,420	2,025,650	1.24
July	130	236	107,848	1,021,110	0.55
August	120	241	73,157	858,910	0.47
September	95	229	67,085	718,070	0.45
October	95	210	63,418	686,480	0.39
November	95	203	77,474	481,580	0.30
December	31	130	25,478	317,110	0.20
* 1975:					
January	107	183	44,341	433,110	0.25
February	61	153	37,459	370,830	0.24
March	65	162	46,403	491,230	0.31

* Preliminary. † Revised.

STRIKES AND LOCKOUTS, MARCH, 1975, BY JURISDICTION (PRELIMINARY)

Jurisdiction	Number Beginning During Month	In Effect During Month		
		Strikes and Lockouts	Workers Involved	Man-Days
Newfoundland	7	11	2,458	22,490
Prince Edward Island	1	1	55	60
Nova Scotia	2	2	44	300
New Brunswick	5	7	438	3,120
Quebec	20	64	10,726	149,220
Ontario	5	23	3,257	55,940
Manitoba	2	5	1,323	12,350
Saskatchewan	3	5	448	2,530
Alberta	-	5	1,593	14,010
British Columbia	14	28	9,187	100,370
Federal	6	11	16,874	130,840
All jurisdictions	65	162	46,403	491,230

STRIKES AND LOCKOUTS, MARCH, 1975, BY INDUSTRY (PRELIMINARY)

Industry	Number Beginning During Month	In Effect During Month		
		Strikes and Lockouts	Workers Involved	Man-Days
Forestry	-	1	250	5,000
Fishing	-	2	3,894	41,090
Mines	8	11	4,845	44,270
Manufacturing	20	65	10,197	138,240
Construction	3	7	796	3,580
Transpn. & utilities	10	24	9,303	84,620
Trade	3	10	284	3,810
Finance	1	1	30	30
Service	12	25	6,093	72,770
Public administration	8	16	8,587	91,010
All industries	65	162	46,403	491,230

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, MARCH, 1975 (PRELIMINARY)

Industry	Employer	Union	Workers Involved	Duration in Man-days		Starting Date	Major Issues
Location				March	Accu- mulated	Termination Date	Result
Forestry							
Société Forestière Domtar Ltée, Dolbeau, Qué.	Woodworkers Fed'n (Ind.)	250	5,000	13,000	Jan. 16	Sympathy strike—	
Fishing							
Six fish companies, Various locations, Nfld.	Food Workers (AFL-CIO/CLC)	800	16,000	49,600	Jan. 2	Wages, implementation of conciliation report—	
Fisheries Association of British Columbia, various locations, B.C.	United Fishermen (CLC)	3,094	25,090	44,330	Feb. 16 Mar. 16	Prices paid for fish— Not reported—	
Mines							
METAL MINES							
Les Mines, Patino du Québec, Chibougamau, Qué.	Steelworkers Loc. 5914 (AFL-CIO/CLC)	410	9,080	39,250	Nov. 18	Wages, cost-of-living clause—	
Similkameen Mining Co. Ltd., Princeton, B.C.	Steelworkers Loc. 649 (AFL-CIO/CLC)	125	630	1,260	Feb. 24 Mar. 11	Dismissal of one employee— Settled through mediation—	
Wabush Mines, Wabush, Nfld.	Steelworkers Loc. 6285 (AFL-CIO/CLC)	575	1,640	1,640	Mar. 28	Wages—	
NON-METAL							
APM Operators Ltd., Allan Potash Mines, Allan, Sask.	Steelworkers Loc. 7689 (AFL-CIO/CLC)	186	370	370	Mar. 13 Mar. 15	Term of contract— Return of workers when injunction issued—	
Asbestos Corporation Ltd., Thetford Mines, Qué.	Fed'n of Metal Trade Unions (CNTU)	1,956	17,600	17,600	Mar. 18	Wages, cost-of-living clause, working conditions—	
Lake Asbestos of Québec Ltd., Black Lake, Qué.	Steelworkers Loc. 7649 (AFL-CIO/CLC)	525	4,730	4,730	Mar. 18	Wages, cost-of-living clause, working conditions—	
Bell Asbestos Mines Ltd., Thetford Mines, Qué.	Steelworkers Loc. 8026 & 7285 (AFL-CIO/CLC)	440	3,960	3,960	Mar. 18	Wages, cost-of-living clause, working conditions—	
Carey Canadian Mines Ltd., East Broughton, Qué.	Fed'n of Metal Trade Unions (CNTU)	370	3,330	3,330	Mar. 18	Wages, cost-of-living clause, working conditions—	
National Asbestos Mines Ltd., Thetford Mines, Qué.	Fed'n of Metal Trades Unions (CNTU)	170	1,530	1,530	Mar. 18	Wages, cost-of-living clause, working conditions—	

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, MARCH, 1975 (PRELIMINARY) (CONT'D)

Industry	Employer	Union	Workers Involved	Duration in Man-days		Starting Date	Major Issues
				March	Accumulated	Termination Date	
Location							Result
Manufacturing							
FOOD AND BEVERAGES							
Québec Poultry Ltd., Québec, Qué.	Commerce Fed'n (CNTU)		360	3,600	3,600	Mar. 17	Master agreement—
LEATHER							
A.R. Clarke & Company Ltd., Toronto, Ont.	Food Workers Loc. 125L (AFL-CIO/CLC)		375	7,500	7,500	Feb. 3 Mar. 3	Not reported— Not reported—
Denny Stewart Ltd., Montreal, Qué.	Food Workers Loc. L 102 (AFL-CIO/CLC)		168	840	840	Mar. 24	Wages, piece work—
KNITTING MILLS							
Penmans Ltd., St-Hyacinthe, Qué.	Textile Federation (CNTU)		330	6,600	68,970	May 31	Wages—
Dana Original Inc., (Div. Knitwear & Outwear), Berthierville, Qué.	Textile Fed'n (CNTU)		117	1,170	1,400	Feb. 27 Mar. 17	Wages— Return of workers when agreement reached—
WOOD							
Kootenay Forest Products, Nelson, B.C.	Woodworkers Loc. 1-405 (AFL-CIO/CLC)		285	2,000	2,000	Mar. 3 Mar. 12	Protesting against the reassignment of an employee— Not reported—
B.C. Forest Products, Youbou, B.C.	Woodworkers Loc. 1-80 (AFL-CIO/CLC)		450	450	450	Mar. 28	Suspension of three workers—
PAPER							
Sonoco Products Ltd., Terrebonne, Qué.	Fed'n of Paper Workers (CNTU)		110	2,200	15,510	Sep. 9	Seniority, cost-of-living adjustment—
Rayonnier Québec (ITT), Port-Cartier, Qué.	Canadian Paper Workers Loc. 1125 (CLC)		225	4,500	13,050	Jan. 8	Suspension of some workers—
Macmillan Bloedel (Harmac Division), Nanaimo, B.C.	Pulp Paper and Woodworkers of Canada Loc. 8 (CCU)		1,000	5,000	5,000	Mar. 8 Mar. 15	Respecting picket lines set up by Pulp, Paper and Woodworkers of Canada Loc. 8 from Hooker Chemicals— Return of workers
PRIMARY METAL							
Union Carbide, Beauharnois, Qué.	Steelworkers Loc. 5987 (AFL-CIO/CLC)		450	9,960	22,910	Jan. 19	Working conditions, interpretation of contract—
Standard Tube Canada Ltd., Woodstock, Ont.	Auto Workers Loc. 636 (CLC)		600	12,000	17,400	Feb. 17	Wage & fringe benefits—
METAL FABRICATING							
Québec Wires, Trois-Rivières, Qué.	Steelworkers Loc. 7092 (AFL-CIO/CLC)		125	2,500	9,000	Dec. 16	Employees locked-out; wages for females—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, MARCH, 1975 (PRELIMINARY) (CONT'D)

Industry	Employer	Union	Workers Involved	Duration in Man-days		Starting Date	Major Issues
Location				March	Accu- mulated	Termination Date	Result
	Paragon Tools, Windsor, Ont.	Auto Workers Loc. 195 (CLC)	119	2,380	4,880	Jan. 10 Mar. 10	Not reported— Wage increases—
	Sometal Altantic Ltée., Rimouski, Qué.	Fed'n of Metal Trades Unions (CNTU)	139	2,780	4,030	Feb. 18	Wages & fringe benefits—
	Zimcor Company Ramsay Industries Div., Lachine (Montreal) Qué.	Machinists Loc. 2133 (AFL-CIO/CLC)	274	270	2,460	Feb. 19 Mar. 4	Not reported— Terminated by mutual agree- ment of parties—
MACHINERY							
	Hamilton Gear and Machine Co., Toronto, Ont.	Moulders Loc. 28 (AFL-CIO/CLC)	134	670	5,090	Jan. 15 Mar. 10	Wages & fringe benefits— Return of workers—
TRANSPORTATION EQUIP.							
	United Aircraft of Canada Ltd., Longueuil, Qué.	Auto Workers Loc. 510 (CLC)	1,200	24,000	635,400	Jan. 7	Union security, wages, cost-of-living clause—
	Marystown Shipping Enterprises, Marystown, Nfld.	Marine Workers Federation Loc. 20 (CLC)	480	1,010	1,010	Mar. 19 Mar. 24	Protesting the hiring of four pipefitters— Return of workers—
ELECTRICAL PRODUCTS							
	C.P. Clare Canada, Weston, Ont.	U.E. Loc 518 (CLC)	257	-	20,900	Nov. 11 Mar. 3	Wages & fringe benefits— Settled by mutual agreement—
	Leviton Manufacturing of Canada Ltd., Montréal, Qué.	Steelworkers Loc. 15.510 (AFL-CIO-CLC)	551	11,020	16,810	Feb. 14	Wages—
	Philips Cables Ltd., Coleman, Alta	Industrial Mechanical Workers Loc. 2 (CCU)	200	4,000	4,400	Feb. 27	Wages & term of contract
NON-METALLIC MINERAL PRODUCTS							
	Consumers Glass, Candiatic, Qué.	United Glass Workers Loc. 250 (AFL-CIO/CLC)	407	4,650	15,120	Jan. 24 Mar. 17	Wages, COLA clause— Wage increases & COLA clause—
	Consumers Glass Co. Ltd., Lavington, B.C.	United Glass Workers Loc. 257 (AFL-CIO/CLC)	340	7,350	15,010	Jan. 30	Wages, fringe benefits, grievances—
CHEMICAL PRODUCTS							
	Colgate-Palmolive Ltd., Toronto, Ontario.	Chemical Workers Loc. 809 (AFL-CIO/CLC)	330	4,950	15,510	Jan. 16 Mar. 24	Wages & fringe benefits— Terminated by mutual agreement of parties—
	Cyanamid of Canada, Saint-Jean, Qué.	Chemical Workers Loc. 449 (AFL-CIO/CLC)	254	5,080	12,450	Jan. 21	Wages—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, MARCH, 1975 (PRELIMINARY) (CONT'D)

Industry	Employer	Location	Union	Workers Involved	Duration in Man-days		Starting Date	Major Issues
					March	Accu- mulated	Termination Date	Result
Construction								
	Commonwealth Const., Princeton, B.C.		Various Trade Unions	125	630	1,130	Feb. 24 Mar. 10	Refusing to cross picket lines set up by Steelworkers Loc. 649 at Similkameen Mining Co. Ltd.— Return of workers—
	Columbia Hydro Const., Mica Creek, B.C.		Carpenters Loc. 1345 Structural Iron Workers Loc. 97 (AFL-CIO/CLC)	234	700	700	Mar. 3 Mar. 6	Jurisdictional disputes between unions— Return of workers—
	Northern O'Connell Ltd., Churchill Falls, Nfld.		Various Trades Unions	250	500	500	Mar. 3 Mar. 5	Layoff of a foreman— Return of workers—
Transportation & Utilities								
TRANSPORTATION								
	Les Autobus Gaudreault Int., St-Charles, Borromée, Joliette, Québec.		Public Service Fed'n (CNTU)	107	2,140	4,490	Jan. 30	Wages, seniority—
	B.C. Maritime Employers Association, Eleven British Columbia ports.		Longshoremen & Warehousemen (CLC)	3,300	59,400	59,400	Mar. 2 Mar. 27	Wages, jurisdiction over container cargo— Agreement reached—
	Transair Ltd., (Winnipeg International Airport), Winnipeg, Man.		Machinists Loc. 2223 (AFL-CIO/CLC)	315	5,630	5,630	Mar. 7	Breakdown in contract talks—
	Thirteen West Coast Shipping Companies, Four British Columbia ports.		Longshoremen & Warehousemen Loc. 514 (CLC)	345	1,040	1,040	Mar. 23 Mar. 27	Wages, scope of job classifications— Not reported—
	Maritime Employers Association, Montreal, Trois-Rivières and Québec City, Qué.		International Longshoremen's Association Locs. 375, 1739 & 1846 (AFL-CIO/CLC)	2,400	1,200	1,200	Mar. 31	Wages—
COMMUNICATIONS								
	Post Office Dept. Various locations in Canada.		Letter Carriers (CLC Postal Workers (CLC)	2,124	6,810	23,400	Feb. 17 Mar. 19	In sympathy with strikers of the Public Service Alliance of Canada— Return of workers—
	Post Office Dept., Montreal area, Qué.		Letter Carriers Loc. 10 (CLC)	2,200	6,600	6,600	Mar. 12 Mar. 15	Suspension of 40 letter carriers— Return of workers pending grievance procedure—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, MARCH, 1975 (PRELIMINARY) (CONT'D)

Industry	Employer		Duration in Man-days		Starting Date	Major Issues
Location	Union	Workers Involved	March	Accu- mulated	Termination Date	Result
EDUCATION						
Calgary School District # 19, Calgary, Alta	Public Employees Loc. 40 (CLC) (caretakers)	838	2,510	21,780	Jan. 29 Mar. 6	Wages, hours of work and other issues— Settlement reached—
Calgary R.C. Separate School Board, Calgary, Alta.	Public Employees Loc. 520 (CLC)	200	400	3,600	Feb. 7 Mar. 5	Wages; equal pay for women— Settlement reached—
Ottawa Board of Education, Ottawa, Ont.	Two Teachers' Unions (Ind.)	1,600	32,000	35,200	Feb. 27	Wages, COLA clause—
St-James—Assiniboia School Division No. 2, Winnipeg, Man.	Public Employees Loc. 730 (CLC)	134	1,340	1,340	Mar. 7 Mar. 21	Wages, fringe benefits— Settled by mutual agreement—
Greater Victoria School District 61 (Board of School Trustees), Victoria, B.C.	Public Employees Loc. 275 & 947 (CLC)	660	9,240	9,240	Mar. 10	Wages—
University of Manitoba, Fort Garry, Man.	The Assoc. of Employees Supporting Education Services	1,120	9,600	9,600	Mar. 20	Wages—
Services						
HEALTH & WELFARE						
Norwood Auxiliary Hosp. Dr. A. McGregor Nursing Home, Edmonton, Alberta	Public Employees Loc. 1158 (CLC)	300	6,000	27,810	Nov. 19	Wage increase to non-union workers—
Hôpital du Sacré-Coeur, Hull, Qué.	Service Federation (CNTU)	288	3,500	10,270	Jan. 28 Mar. 18	Week-end work— Dispute settled—
B.C. Health Association (representing several hospitals and health centres), Vancouver and Victoria, B.C.	Professional Assoc. of Residents & Interns	300	2,400	2,400	Mar. 17 Mar. 27	Wages— Not reported—
Public Administration						
FEDERAL ADMINISTRATION						
Royal Canadian Mint, Ottawa (Ont), Hull (Qué), & Winnipeg (Man)	Public Service Alliance of Canada (CLC)	650	-	23,400	Jan. 9 Mar. 2	Wages, COLA clause— Wage increases—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, MARCH, 1975 (PRELIMINARY) (CONCL'D)

Industry	Employer	Workers Involved	Duration in Man-days		Starting Date	Major Issues
Location	Union		March	Accumulated	Termination Date	Result
Gov't of Canada (37 Depts and Agencies, Canada wide)	Public Service Alliance of Canada (CLC)	6,017	46,960	81,360	Feb. 17 Mar. 21	Wages— Wage increases—
LOCAL ADMINISTRATION						
Municipal Employee's Coordinating Comm. Greater Victoria B.C.	Public Employees Loc. 50 (CLC) Outside Wkrs.	280	5,600	12,600	Jan. 27	Wages—
Municipal Employee's Coordinating Committee, Greater Victoria, B.C.	Public Employees Loc. 511, 374 & 388 (CLC)	750	15,000	28,500	Feb. 5	COLA clause—
Municipal Employee's Coordinating Committee, Greater Victoria, B.C.	Public Employees Loc. 333 & 374 (CLC)	108	2,160	3,780	Feb. 10	Wages, COLA clause—
Municipal Employee's Coordinating Committee, Victoria, B.C.	Public Employees Loc. 382 (CLC)	278	5,560	6,960	Feb. 24	Wages & COLA clause
Surrey Municipality, Surrey, B.C.	Public Employees Loc. 402 (CLC)	750	12,750	16,500	Feb. 24	Wages, COLA clause, grievances

CANADA DEPARTMENT OF LABOUR PUBLICATIONS

Industrial Relations Research in Canada (annual). An inventory of industrial relations research undertaken by the Department, other government departments, academic institutions and private individuals. Free. Cat. No. L2-29/1973.

ECONOMICS AND RESEARCH BRANCH

Labour Organizations in Canada (annual). Contains a brief commentary, the latest statistical data on union membership, and a directory of labour organizations with names of their principal officers, publications and the geographic distribution of their local branches in Canada. (Bilingual). Price \$1.50. Cat. No. L2-2/1973.

Strikes and Lockouts in Canada (annual). Furnishes a record of strikes and lockouts occurring in Canada during a year. Tables and related texts show strikes and lockouts by years, by areas, by industries, including time lost, number of workers involved, duration, etc. (Bilingual). Price 75 cents. Cat. No. L2-1/1972.

Wage Rates, Salaries and Hours of Labour, 1974. This year the annual report containing the results of the October 1 survey of occupational wage rates and standard hours of work in selected industries appears in 35 separate booklets containing data for each of 35 major communities across Canada. The information is final; there is no preliminary report. In addition to the statistical measures presented in previous years, the 1974 report shows the median and 1st and 3rd quartiles. Information will also be shown by size of establishment and union/non-union for office employees. Various prices. (Bilingual). Cat. No. L2-5/1974 (Booklet No.).

Working Conditions in Canadian Industry, 1973. (Bilingual). Price \$2.00. Cat. No. L2-15/1973.

Measuring the Quality of Working Life. Proceedings of a symposium on social indicators of working life. Ottawa, March 19 and 20, 1973. Edited by Alan H. Portugal. Price \$4.00. Cat. No. L41-13/1974.

Productivity, Costs and Prices. An examination of trends in selected manufacturing industries, by Allan A. Porter. 1973. Occasional Paper No. 7. Price \$3.75. Cat. No. L41-1173.

WOMEN'S BUREAU

Women's Bureau '69. Papers dealing with the new role of women; discriminatory practices in connection with the recruitment of highly qualified women; and a consideration of the economic value of unpaid domestic services. (Bilingual). Free.

Women's Bureau '70. Papers dealing with discriminatory provisions in legislation and discriminatory practices in conditions of employment; discriminatory practices in academic appointments of women in Canadian universities; and a consideration of the status of the housewife with reference to the labour force. (Bilingual). Free.

Women's Bureau '71. Papers dealing with statistical data on working women; need for perseverance in rectifying injustices affecting working women; actions taken as a result of the Report of the Royal Commission on the Status of Women; and two international agencies with which the Women's Bureau is closely associated. (Bilingual). Free.

Women's Bureau '72. Papers dealing with union responsibility for equal opportunity for women; occupational segregation in the health professions; past setbacks in achieving equality; the double jeopardy of socially disadvantaged women. And two communications with the press. (Bilingual). Free.

Women's Bureau '73. Papers dealing with the role of social workers and the status of women; organized labour in relation to working women; the rights of man and the status of women; equality in pensions for working women; and Quebec's contribution to the status of women in Canada. (Bilingual). Free.

Women in the Labour Force. Facts and Figures (1973 edition). 108 tables of statistics on many aspects of women's participation in the labour force. It includes sections on earnings, professions, manpower placements and trainees, historical data and projections. (Bilingual). Free.

Conventions and Laws Relating To Working Women (Bilingual). Free.

LEGISLATIVE RESEARCH BRANCH

Labour Relations Legislation in Canada. A comparative study of the federal and provincial Labour Relations Acts in Canada as they existed at the end of 1968. (A separate reprint is available free on request). Price \$3.50. Cat. No. L34-2069.

Labour Standards in Canada. Sets out standards in effect under federal and provincial labour laws regarding child labour, minimum wages, equal pay for equal work, hours of work, weekly rest day, annual vacations with pay, public holidays, fair employment practices, notice of termination of employment, maternity protection (new section) and workmen's compensation. (English or French). Price \$1.50. Cat. No. 12-7/1974.

Workmen's Compensation in Canada. Deals with compensation for employment injury, the basic principles underlying the system, and coverage of the provincial Acts as of December 31, 1967. (Information on changes in workmen's compensation laws is published yearly and is available free on request). 1969. (English or French). Price \$1.00. Cat. No. L34-1969.

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Bibliography, Occupational Safety and Health. Lists some 500 selected holdings of Technical Library. Accident Prevention Division, 1974. Free. Cat. No. L36-23/1974.

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